

DISTRIBUTION AGE

A CHILTON  PUBLICATION

AUGUST 1960



Building A Warehouse — No Payoff Problem — [See Page 33]

OPERATIONS REPORT



Let CF simplify your import-export shipping

No other carrier can match the service Consolidated Freightways gives to import-export freight.

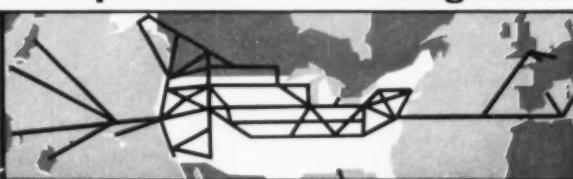
For no other carrier serves every major port of entry on the Atlantic, the Pacific, and the Great Lakes. No other carrier has such a coverage of inland points. No other carrier has import-export specialists both here and abroad—in Europe and the Far East.

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EXCLUSIVE WITH CF—a special office equipped to furnish any type of rate and routing information not available locally. Write, wire, or phone Consolidated Freightways Information Center, Box 32, Chicago 50, Illinois. TWX Bellwood 172. Telephone: AUSTIN 7-7003

CONSOLIDATED FREIGHTWAYS *Transportation...with Imagination*





puts every other cargo schedule in the shade!

Pan Am gives you the big umbrella—speed, space, savings—world-wide!

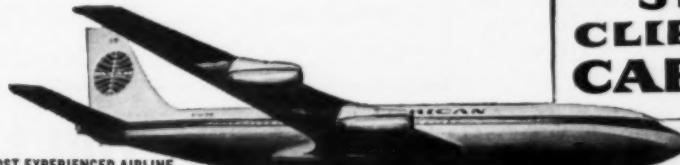
Open up your Pan Am Clipper* Cargo schedule. *This one covers everything you want.*

Speed? Look at these, for example:

Lisbon from New York now 6½ hrs.
Buenos Aires from New York... now 12½ hrs.
Honolulu from Los Angeles now 5½ hrs.
London from Chicago now 7½ hrs.

Pan Am gives you more Jet flights than any other overseas air carrier. More shipping points from the U.S., too!

Space? Pan Am's giant new DC-7F Clipper Merchantmen carry up to 15 tons—all cargo! They take aboard bigger, bulkier products than were ever possible before.



via the WORLD'S MOST EXPERIENCED AIRLINE

And they make deliveries faster than any other all-cargo planes now flying.

Savings?...in addition to offering traditionally low rates to Latin America, Pan Am has just slashed transatlantic rates as much as 45%, cut transpacific rates up to a whopping 53%!

No wonder Pan Am carries nearly twice as much international air cargo as any other carrier! Take advantage of it in your company. Call your cargo agent, freight forwarder or Pan Am office. Get your product aboard today—abroad tomorrow!



*Trade Mark, Reg. U. S. Pat. Off.

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Gentlemen: Please send us complete information on Greyhound Package Express service... including rates and routes. We understand that our company assumes no cost or obligation.

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AUGUST 1960



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AUGUST 1960

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Rail developments were exhibited in San Francisco recently, here are the show highlights

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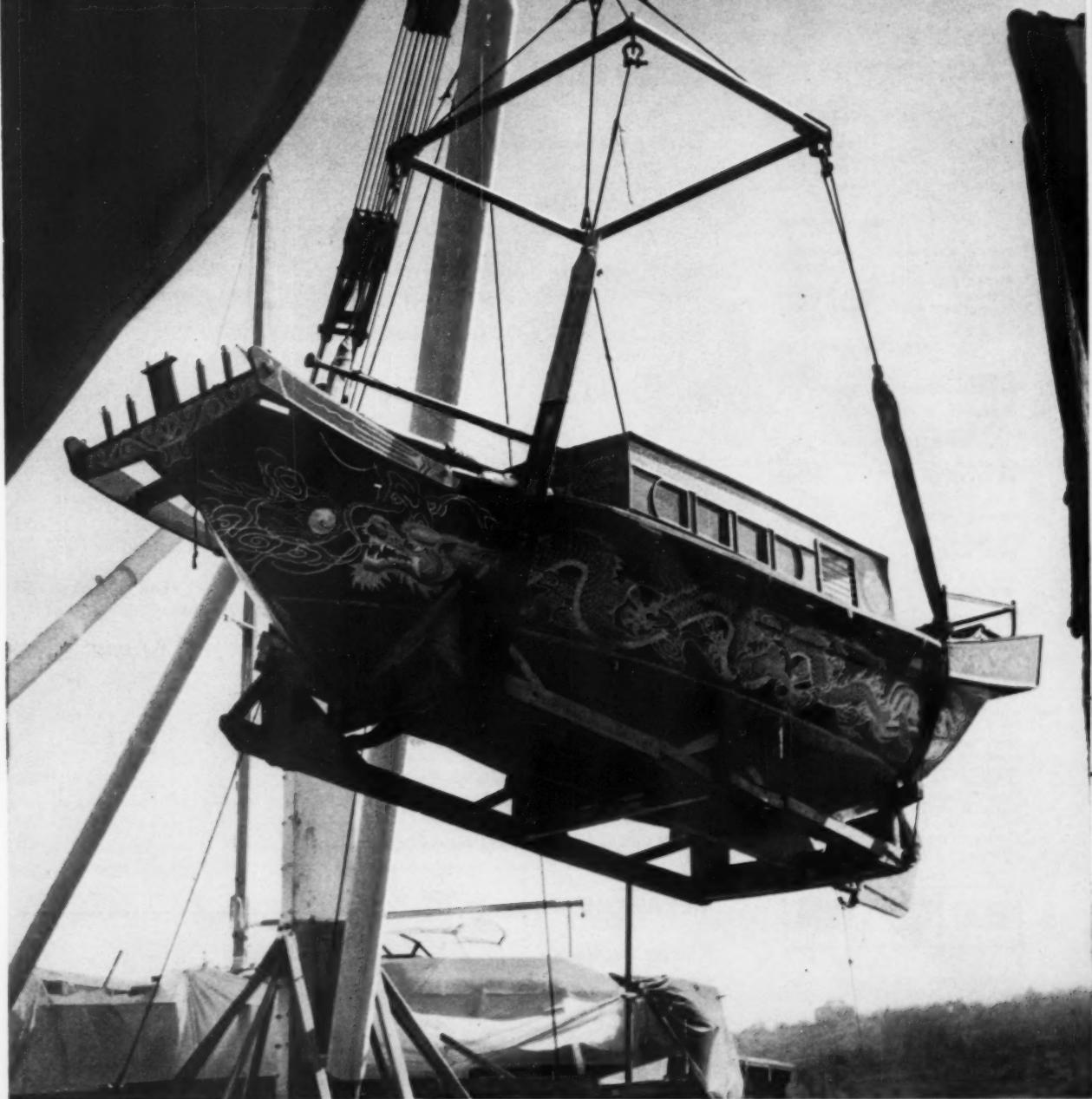
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JUNK ON A JUNKET!

Wondering about how you can get a Chinese junk from the port in Seattle to your backyard pond? Call NP. The junk you see here, one of many now imported from the Orient, was shipped NP to the Twin Cities—then on to Michigan. No matter what your shipping problem, NP has the customized equipment to deliver the goods fast—and in ship shape!



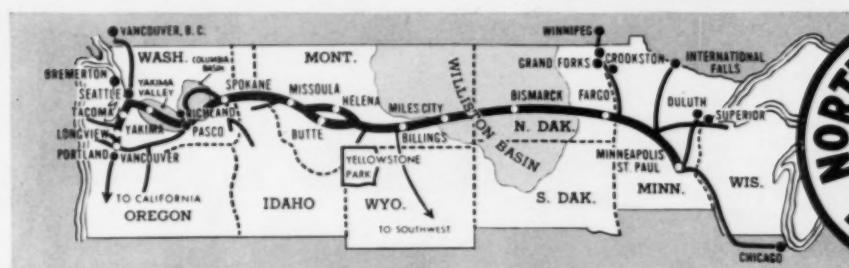
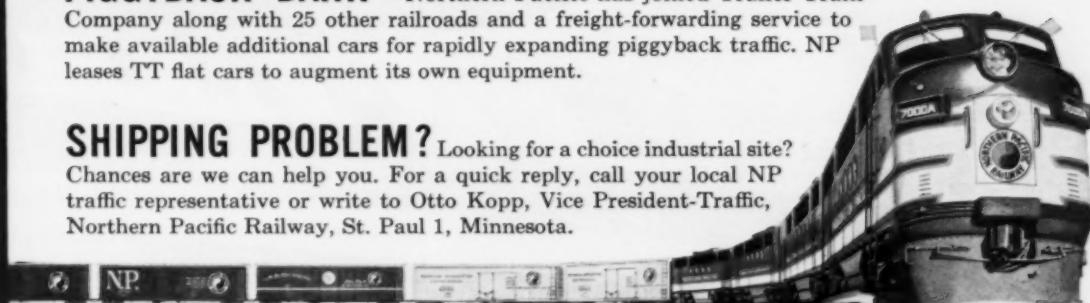


TRACKING DOWN freight shipments has long been a vital part of NP service. Now electronically assembled "Car-Tab" Reports make information available to shippers more speedily than ever. For quick, accurate information about deliveries, just call your nearest Northern Pacific traffic office. Detailed data is issued every working day.



PIGGYBACK "BANK"—Northern Pacific has joined Trailer Train Company along with 25 other railroads and a freight-forwarding service to make available additional cars for rapidly expanding piggyback traffic. NP leases TT flat cars to augment its own equipment.

SHIPPING PROBLEM? Looking for a choice industrial site? Chances are we can help you. For a quick reply, call your local NP traffic representative or write to Otto Kopp, Vice President-Traffic, Northern Pacific Railway, St. Paul 1, Minnesota.



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900 SCHEDULES A DAY EAST AND WEST



Chuting the News . . .

(Continued from Preceding Page)

NFCC Annual Meeting Plans All-Out War on Damage to Shipments

Trophies were presented to trucking firms for achievements in freight claim prevention and plans were laid for an intense assault against damages at the National Freight Claim Council's Annual Meeting.

The American Trucking Association, Inc., affiliate awarded first place trophies to Carolina Freight Carriers Corp., Cherryville, N. C.; Miller Motor Express, Inc., Charlotte, N. C.; and Central New York Freightways, Inc., Syracuse, N. Y. The special \$250 Annual P. M. Greenberg Award was presented to the Tidewater OS and D Association, Norfolk, Va.

Council Chairman John V. Lund told the convention that "the reduction of freight claims is one of the most important problems confronting the trucking industry." Lund, director of claims for Roadway Express, Inc., Akron, Ohio, stressed the fact that a good freight claim ratio can provide the difference between profit and loss.

J. L. Boies, vice president, Carolina Freight Carriers Corp., Cherryville, N. C., was elected chairman of the NFCC. A. B. Bray, general claim agent, East Texas Motor Freight Co., Dallas, is the new first vice chairman; Martin M. Long, general claim agent, Mason and Dixon Lines, Inc., Kingsport, Tenn., was elected second vice chairman.

—DA—

Howard Elected to Second Term As California Port President

Charles P. Howard was re-elected president of the Northern California Ports and Terminals Bureau at its Annual Meeting. Howard is president of Howard Terminals.

The director of the San Francisco Port Authority, Rae F. Watts, was elected vice president and William G. Stone, director of the Sacramento-Yolo Port District, is the new treasurer.

Destination Charge Killed

The ICC has ordered railroads to drop their \$3 destination terminal charge after Aug. 20. This charge, designed to discourage use of order bills of lading, is made on traffic covered by lcl or any-quantity ratings.

—DA—

National Wooden Box Assn. Announces Bin Box Booklet

The National Wooden Box Association unveiled a new booklet on bin boxes at its recent summer meeting.

This brochure outlines the advantages and limitations of materials handling in bulk containers. Various types of bins are described.

John Mount, of the Insurance Co. of North America, spoke on the problems involved in protecting cargo for foreign shipment. E. W. Jackson and R. S. McKenzie, of Southern Coatings and Chemical Co., spoke on a new vinyl emulsion paint for use on beverage cases.

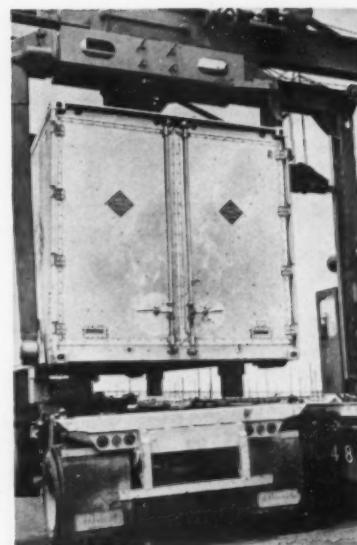
—DA—

A report on "The Effect of Temperature and Air Velocity on the Freezing and Defrosting of Dinner Rolls and Cinnamon Rolls" is available from the Refrigeration Research Foundation.

—DA—

Air Freight Conference Set

This year's Air Freight Cartage Conference will be held at the Edgewater Beach Hotel, Chicago, Aug. 16-18. Frank B. Lynott, executive vice president-operations, Flying Tiger Line, will speak on his line's aims, plans, and objectives in connection with the 1961 introduction of turbine-powered airfreighters. And a talk on the use of airfreight for distribution will be given, plus workshops.



Club Briefs

The New York State Chapter of the American Society of Traffic and Transportation, recently heard a panel discussion on "Sales and Traffic-Operation or Chaos."

The Illinois Division of the Society of Packaging and Handling Engineers held a table top display and dinner meeting recently. The exhibition consisted of the latest packaging and materials handling supplies or equipment made or sold in the Chicago area.

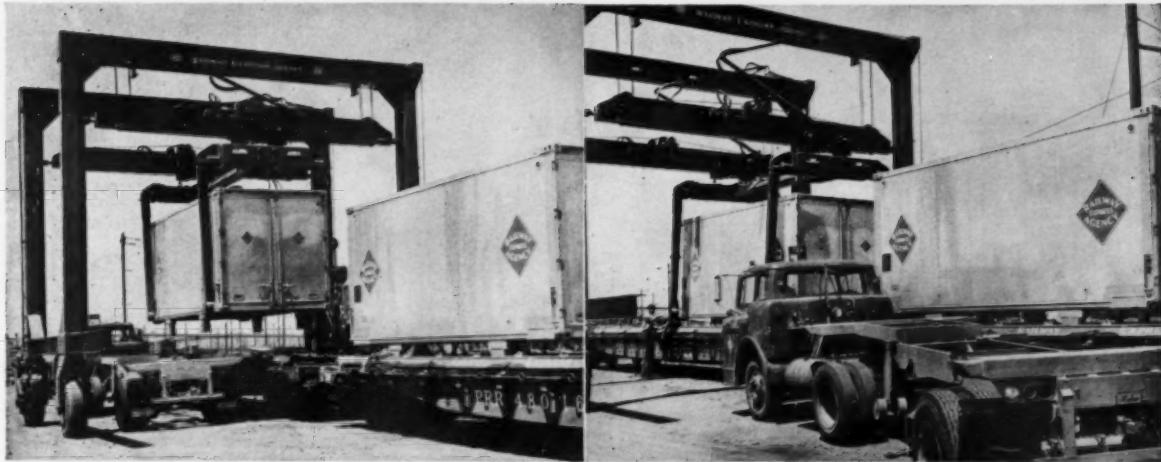
Edwin J. Lewis, field sales manager of B. F. Goodrich Tire Co., recently spoke to the Mid Ohio Valley Traffic Club about the next decade.

The Traffic Club of Houston recently elected new officers. J. L. Whittridge, T.M., president; A. T. Leigh, s.r., first vice president; P. E. Chimene, Jr., second vice president; J. M. Boyer, t.r. secretary; J. M. Bradshaw, treasurer.

The California Chapter of the American Society of Traffic and Transportation, Inc., held a two-day meeting recently. The theme of the meeting was "Education-Key To Transportation Management."

The Delta Nu Alpha Transportation Fraternity, Inc., Cincinnati Chapter recently elected new officers. M. E. Barlion, president; J. F. Heenan, first vice president; J. E. Weiss, second vice president; Eugene McHargue, secretary; N. B. Flick, treasurer; R. H. Haberle, director.

The Founder Membership Committee of the American Society of Traffic and Transportation, Inc., Pennsylvania Chapter accepted a goal of fifty new founder members for the next twelve months at the first Annual Meeting and dinner, held at the Penn Sheraton Hotel, Pittsburgh, Pa.



COMPATIBLE HIGHWAY-RAIL-SEA CONTAINER SYSTEM—Compatibility features of the new container system tested by Railway Express Agency are shown (far left). Operator controls L-shaped lift arms and mobile upper structure as well as powered wheels. The device moves from place to place on the wheels. The 20-ft long container is shown in mid-lift position (above left). Flat cars (right) have rubber shock mount tie down bars

C of C Tells Senate That MATS Hard Core Should Modernize

After a review of the Military Air Transport Service, the U. S. Chamber of Commerce has recommended to the Senate that MATS' hard-core fleet be modernized.

The C of C statement to the Senate Appropriations Defense Subcommittee said that MATS' hardcore mission should be defined as the provision of immediately available airlift of military personnel and equipment overseas in time of emergency, and the movement of oversized, classified, or dangerous cargo. The Chamber feels that the airlift of other military traffic should be limited to space available on such hard-core missions.

The group is trying to make certain that any new MATS aircraft will not be used "to increase the already extensive channel-type operations . . . which needlessly compete with the commercial carriers."

—DA—

Guard Set on Highway "Errors"

As a result of recent irregularities and possible criminal negligence concerning the Interstate System in Oklahoma, a Project Procedures Committee has been established by the American Association of State Highway Officials. AASHO President David H. Stevens heads the committee.

News Briefs

A large Navy helicopter was safely maneuvered through crowded Jacksonville, Fla., streets recently by a crew from Suddath Moving and Storage Co. to the city's Children's Museum.

The New Haven Railroad has formed a separate unit of the Freight Sales Department to handle expanding piggy-back operations. The new unit is headed by Joseph B. Dowling at New Haven, Conn.

Ten thousand shares of common stock in North American Van Lines, Inc., has been made available to that company's employees through a payroll deduction system.

The Marine Exchange, Inc., of San Francisco, is launching a new development program. Many phases of port and area improvement are being united in the endeavor.

Panagra (Pan American-Grace Airways) has added a DC-6A freighter plane to its ranks to facilitate and speed up the movement of heavy cargo by air between the U. S. and South America. The freighter makes the flight between Miami and Peru in 12 hours and 45 minutes with a 25,300-lb payload.

The Santa Eliana is the Grace Line's first all-container lift-on-lift-off ship. It sailed from Berth 16 Port Newark recently on its maiden voyage to La Guaira, Puerto Cabello, and Maracaibo, Venezuela.

A nationally-integrated packaging-marketing service with broad facilities to meet the changing transportation, merchandising, display, and retailing requirements of industry was recently initiated by the Packaging Corp. of America. The new service utilizes a network of eight major mills and 41 converting plants.

The Missouri Pacific recently opened its electric classification yard at Kansas City, Mo. Built at a cost of \$13 million, the new facility, called the Neff Yard, measures 15,000 sq ft and can handle 3600 cars daily. It can be developed to a traffic potential projected 15 to 20 years.

A complete line of wheeled Trax-cavators will be announced the week of March 14 in conjunction with delivery of production models of the machines to Caterpillar dealers in the U. S. The product will mark the Caterpillar Tractor Co.'s entry into the wheeled front-end loader market.

The first step in the construction of marine facilities along a 3200-ft section of the new Elizabeth Channel as part of the \$150 million Elizabeth Port Authority Piers Development was taken recently as Construction Aggregates Corp. of New York was awarded a \$5 million contract.

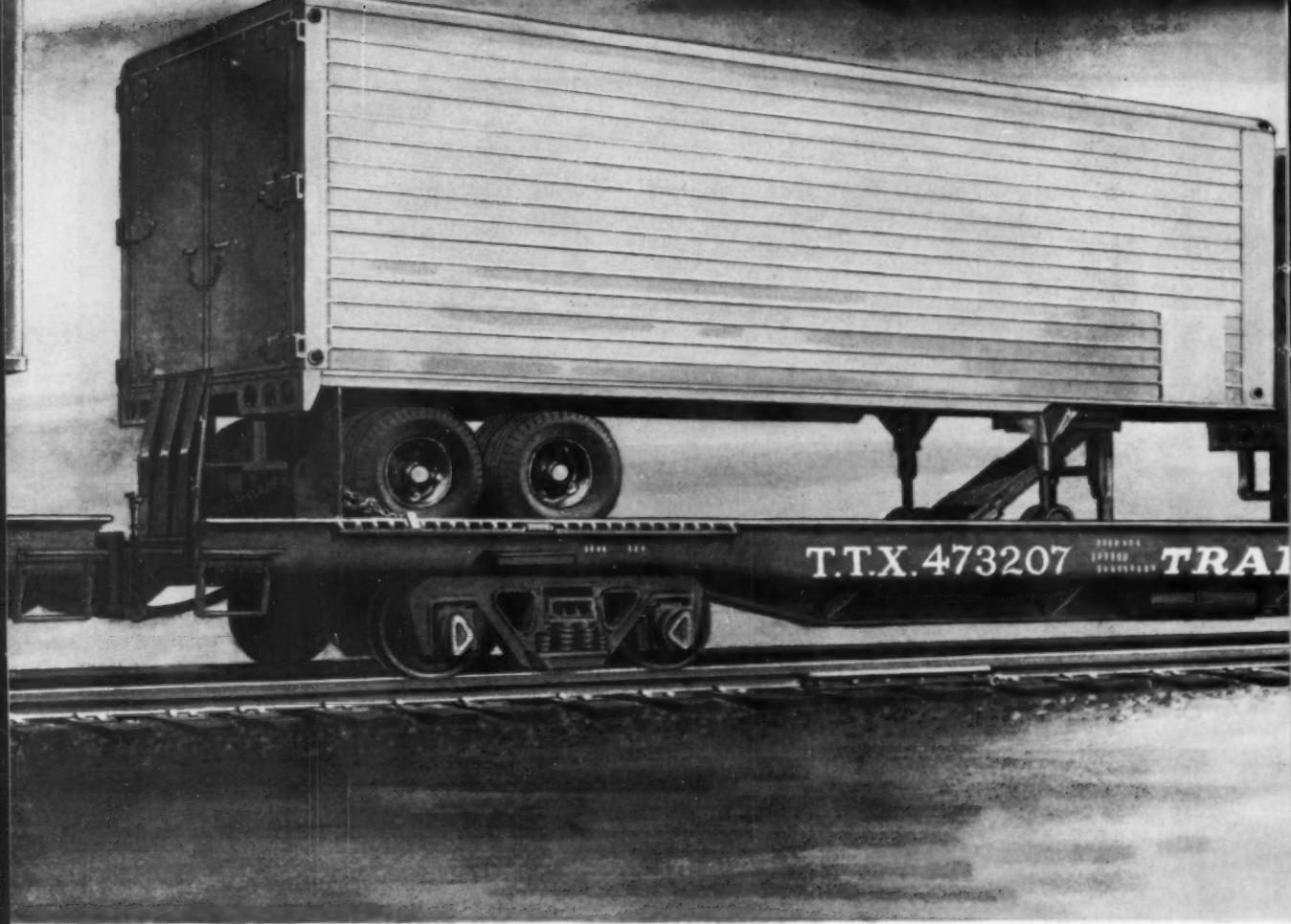
Cooper-Jarrett, Inc., has just acquired a forty-acre site adjacent to the Illinois State Toll Road Highway. It plans to build a modern terminal.

The Chesapeake and Ohio Railway has extended its piggy-back freight service between Chicago and Saginaw, Mich., a distance of 315 miles. The service operates under Plan I.

A modern motor truck terminal for the Olson Transportation Co., Chicago, Ill., is now under construction at Hodgkins. The \$1,500,000 distribution center will occupy one half of a 40-acre site with entrance and exits on U. S. 66 and East Ave. in Hodgkins.

United Air Lines has begun jet service with DC-8s between Philadelphia and San Francisco with one stop at Chicago.

(Please Turn to Page 30)



Building Prestige and Profits

TRAILER TRAIN

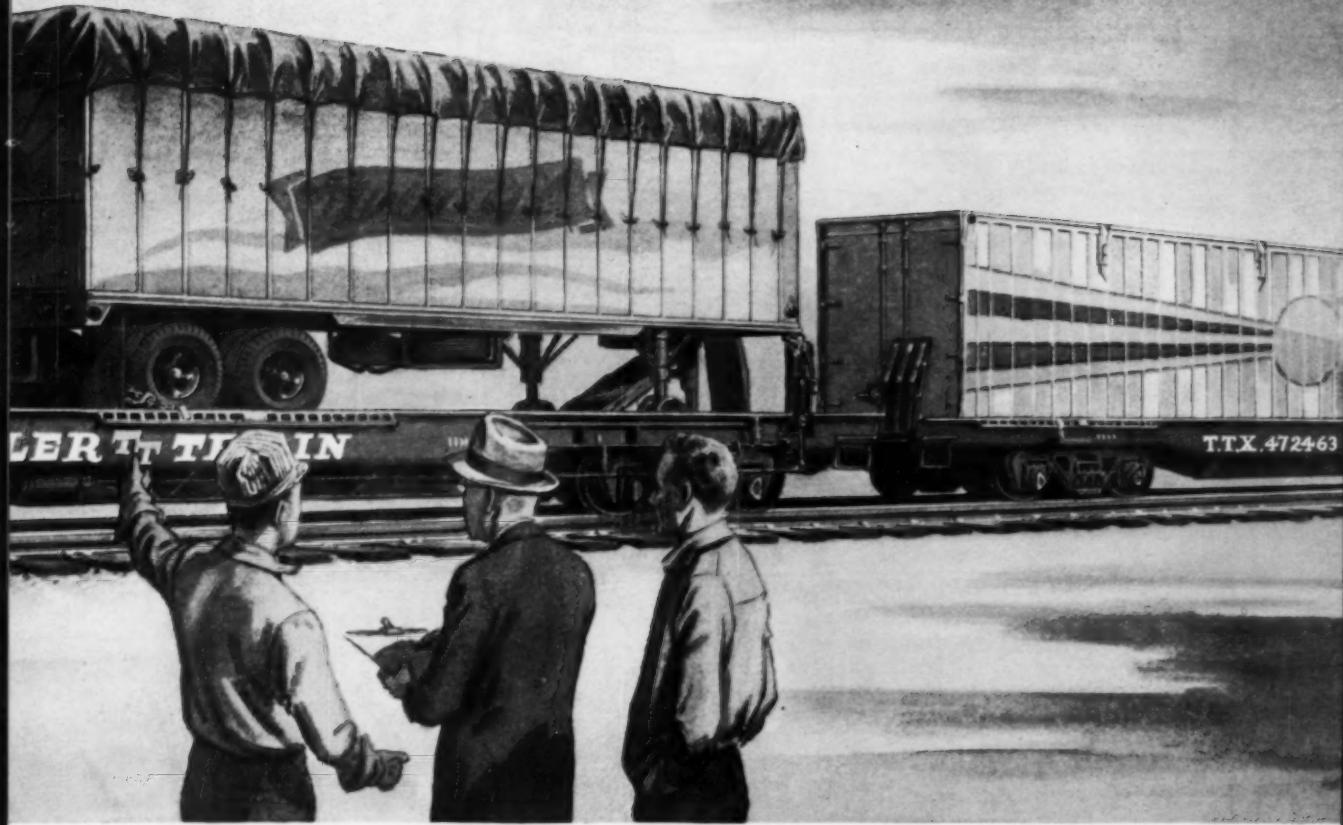
... the trains that team with trucks !

More and more shippers are turning to Trailer Train Piggyback these days. Result: increased profits for railroads—greater savings for shippers.

Shippers also gain in time and service, for trucks pick up at the door, then climb aboard Trailer Trains that roll in all kinds of weather—on fast schedules. Loss and damage are virtually non-existent, as merchandise remains intact from shipper's to receiver's door.

This modern method of transportation combines the best of truck and train—for the benefit of the shipper. In turn, pleased Trailer Train shippers mean more piggyback business for truckers and railroads . . . less motor congestion on the highways . . . and a bright new link in the nation's transportation system.

For information regarding your shipping needs or Trailer Train, call a representative of any of the members.



for Railroads...

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Illinois Central

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Milwaukee Road

Missouri-Kansas-Texas

Missouri Pacific

Nickel Plate

Norfolk & Western

Northern Pacific

Pennsylvania

R. F. & P.

Seaboard Air Line

Texas and Pacific

Union Pacific

United States Freight

Wabash

Western Pacific

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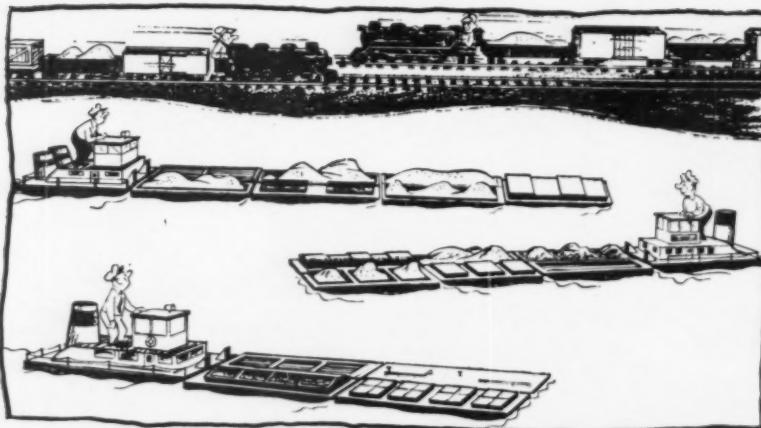
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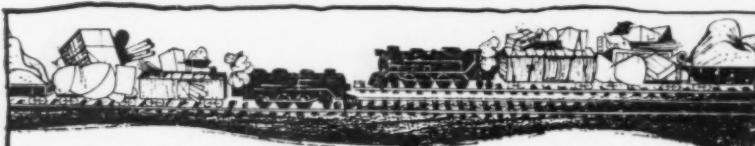
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In the public interest? . . .



INDEPENDENT OWNERSHIP • COMPETITION • LOW FREIGHT RATES.

or out of the public's pocket!



Coming Events

- Aug. 8-12—MHEDA Materials Handling Course on Chain Store Grocery Warehousing, MHEDA Training Center, Newport, R. I.
- Aug. 16-17—Air Freight Cartage Conference and Ground Handling Exhibit, Sixth Annual, Chicago, Ill.
- Aug. 25-27—American Movers Institute, Annual Meeting, Sheraton Park Hotel, Washington, D. C.
- Sept. 12-14—Joint Industry Fall Meetings of The Material Handling Institute, Inc., Industrial Truck Assn., Monorail Mfrs. Assn., Rack Mfrs. Institute, The Cavalier Club, Virginia Beach, Va.
- Sept. 13—The Southern Traffic League, Inc., Annual Meeting, Mobile, Ala.
- Sept. 15—The American Society of Traffic and Transportation, Statler-Hilton Hotel, Cleveland, Ohio.
- Sept. 15-17—Southeastern Warehousemen and Movers Assn., Annual Meeting, Barringer Hotel, Charlotte, N. C.
- Sept. 18-20—Associated Traffic Club of America, Annual Meeting, Dinkler Plaza Hotel, Atlanta, Ga.
- Sept. 22-23—The National Small Shipments Traffic Conference, Inc., Annual Meeting, Chicago, Ill.
- Sept. 27-29—Cargo Handling Exposition and Symposium, by New York Chapter, Merchant Marine Academy Alumni Assn., Inc., Pier 1, New York, N. Y.
- Oct. 2-5—National Defense Transportation Assn., National Convention, Roosevelt Hotel, New Orleans, La.
- Oct. 7-9—Delta Nu Alpha Transportation Fraternity, 20th Annual National Meet

for Railroads...

PIGGYBACK

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Baltimore & Ohio
Boston & Maine
Burlington
Chesapeake & Ohio
Chicago & North Western
Cotton Belt
D. T. & I.
Frisco

Great Northern
Gulf, Mobile and Ohio
Illinois Central
Kansas City Southern
Louisville & Nashville
Milwaukee Road
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Missouri Pacific
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Texas and Pacific
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Wabash
Western Pacific

All for one—and one for all!



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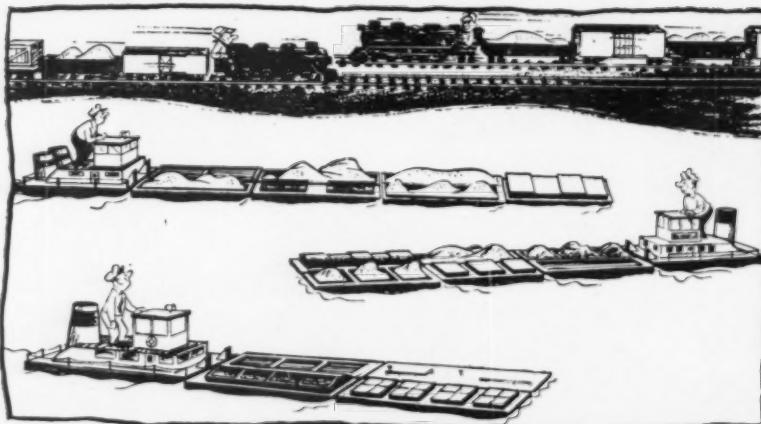
Trailer Train now serves 59% of the nation's Class 1 railroad mileage

NEED A TRUCK FAST?

—van, panel, pick-up, walk-in, tractor

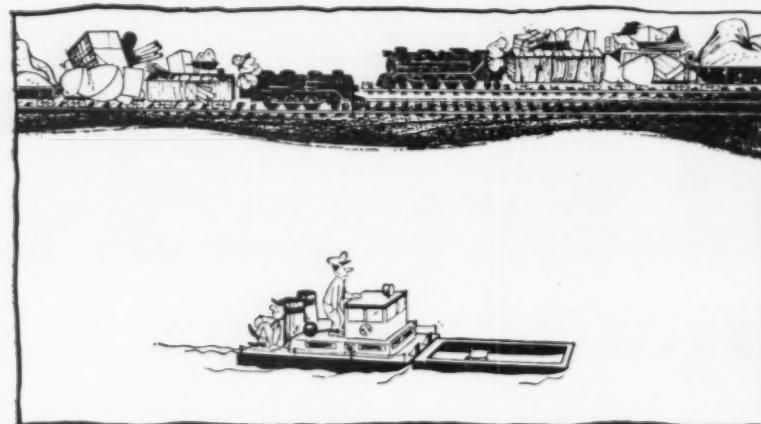


In the public interest? . . .



INDEPENDENT OWNERSHIP = COMPETITION = LOW FREIGHT RATES.

or out of the public's pocket!



COMMON OWNERSHIP = MONOPOLY = HIGH FREIGHT RATES

It was decided by the Federal Government years ago that railroads should not own interest in competing water carriers. And that was put into law with the Panama Canal Act of 1912: The government saw that ownership of competing water carriers, on the Great Lakes and inland waterways, was being used by the railroads to stifle competition.

There is no right reason, today, to reverse that earlier decision. Ultimately, rail ownership would lead to a leveling of rates at the higher rail level. Many shippers would be denied the lower-cost barge rates they now enjoy and the cost of transporting many commodities would rise sharply.

The end result would be higher costs to the consuming public. We ask again, "Is it in the public interest? — or out of the public's pocket?

 **FEDERAL
BARGE LINES, Inc.**

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Coming Events

Aug. 8-12—MHEDA Materials Handling Course on Chain Store Grocery Warehousing, MHEDA Training Center, Newport, R. I.

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Oct. 2-5—National Defense Transportation Assn., National Convention, Roosevelt Hotel, New Orleans, La.

Oct. 7-9—Delta Nu Alpha Transportation Fraternity, 20th Annual National Meeting, Hotel Roanoke, Roanoke, Va.

Oct. 11-13—National Association Shippers Advisory Boards, Pick Nicollet Hotel, Minneapolis, Minn.

Oct. 12-27—10th Pan American Railway Congress, Rio de Janeiro, Sao Paulo, Brasilia, Brazil.

Nov. 1-3—The MHI Central States Show, The Kentucky Fair and Exposition Center, Louisville, Ky.

Nov. 7—National Assn. of Freight Transportation Consultants, Annual Meeting, Chicago, Ill.

Nov. 17-18—National Industrial Traffic League, Annual Meeting, Commodore Hotel, New York, N. Y.

Nov. 20-23—National Defense Transportation Assn., Annual Meeting, Hotel Roosevelt, New Orleans, La.

Shippers Advisory Boards

Sept. 7-8—Pacific Coast, San Francisco, Calif.

Sept. 15-16—New England, Pike, N. H.

Sept. 20-21—Ohio Valley, Columbus, Ohio

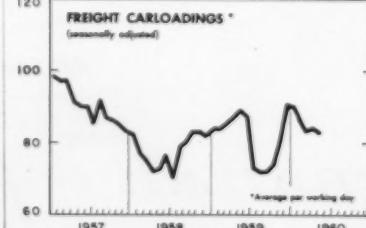
Sept. 20-22—Southwest, San Antonio, Tex.

Sept. 28-29—Atlantic States, Albany, N. Y.

Nov. 3-4—Central Western, Salt Lake City, Utah.

Index, 1947-49 = 100

120



NEED A TRUCK FAST?

—van, panel, pick-up, walk-in, tractor

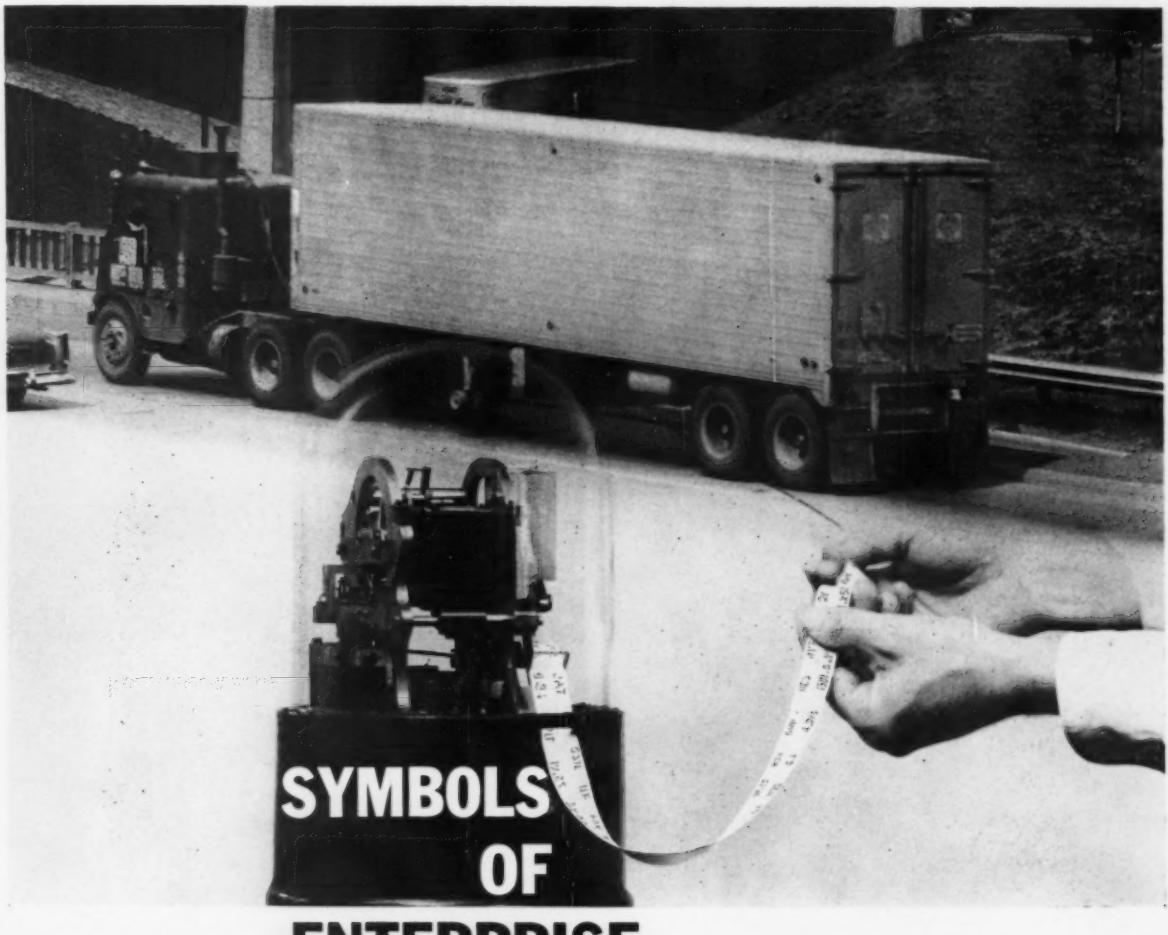


RENT IT FROM HERTZ!

When a truck is needed—and needed fast—call Hertz! Hertz is America's largest, most experienced truck rental company. That means you get Chevrolet, GMC and other sturdy trucks *when* you want them—and the *way* you want them! Van, stake, panel, pick-up, or walk-in—whatever your need, you can rent it from Hertz! You will find, too, that tractors and trailers for long or local hauls

are also available from Hertz in many cities. All you need is a proper driver's license and identification. Hertz low rates include insurance and gas and oil (even if bought on the road). And you can rent Hertz trucks for any length of time: by the hour, day or week—as long as you wish! Hertz also offers long-term no investment, no upkeep truck leasing for economical year-round operation.

HERTZ
TRUCK RENTAL



SYMBOLS OF ENTERPRISE

When you are told about railroad "progress" abroad, you are being told only half the story.

In these countries, the Government owns and runs public transportation. Private investment is discouraged. Government permits only limited competition, or none at all. Patrons get little or no choice of services and rates. Requests or complaints must thread a maze of officialdom.

In the United States, privately-owned transportation companies must compete steadily to win public favor, survive and prosper. The American idea has produced at reasonable rates the finest transport in all the world's history.

Prime example is the trucking industry, made up of tens of thousands of companies, mostly small, family-owned or partnerships. The owners direct the services. A handful of companies, mostly larger ones, have issued public shares. More will do so as capital needs expand.

But besides the owners, more than seven million trucking employees have a direct stake in this industry which employs more people than any other except agriculture. And many millions more work at jobs made possible only by efficient, flexible highway transport.

Here is American enterprise, ingenuity, and effort invested in an industry that pays big dividends in prosperity and progress for everyone.

AMERICAN TRUCKING INDUSTRY

American Trucking Associations, Inc., Washington 6, D. C.

THE WHEELS THAT GO EVERYWHERE



"Service to customers comes first with me," says M.C. Benton, Jr., McLean Vice President and Treasurer.



"McLean and Hayes are constantly investing in improved facilities to give you top-dollar transportation value!"

It takes long-range planning to provide progressive motor freight carriers, such as McLean and Hayes, with the physical equipment and facilities necessary to give commerce and industry the fast, dependable transportation service demanded by today's system of marketing and distribution. Tractors, trailers, electronic communications, terminal buildings, and many other facilities are constantly being improved and expanded to meet the ever-increasing needs of the shipping public we serve along the Eastern Seaboard, in the Central States and the Midwest.

Only a financially sound company can make provisions such as these.

In addition, we are ever conscious of the necessity for maintaining an efficient organization at every location in the McLean and Hayes system. Yes, experienced and well-trained people at your nearby McLean or Hayes terminal have *your* interests at heart! Call them today for top-dollar transportation value. And, if I can be of assistance to you at any time, please write to me at the McLean general offices in Winston-Salem.

M. C. Benton Jr.



"We pull for Industry"

GENERAL OFFICES, BOX 213, WINSTON-SALEM, NORTH CAROLINA



FREE!



Handy Wall Chart

Shows points served to and from your nearby terminal. Folds to 8 1/2" x 11", and is punched for 3-ring binder. For your copy, just write McLean Trucking Company, Dept. E Box 213, Winston-Salem, N.C.

MCLEAN TERMINAL CITIES

Akron, Ohio*
Albany, N.Y.
Anderson, S.C.
Asheville, N.C.
Atlanta, Ga.
Augusta, Ga.
Baltimore, Md.**
Boston, Mass.
Bridgeport, Conn.
Brooklyn, N.Y.
Burlington, N.C.
Charleston, S.C.
Charleston, W.Va.
Charlotte, N.C.
Chicago, Ill.**
Cincinnati, Ohio*
Cleveland, Ohio*
Columbia, S.C.
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Detroit, Mich.*
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Hawthorne, N.J.
Hickory, N.C.
Huntington, W.Va.
Indianapolis, Ind.**
Jersey City, N.J.
Kinston, N.C.
Lexington, Ky.**
Louisville, Ky.**
Lynchburg, Va.
Memphis, Tenn.*
Nashville, Tenn.*
New Brunswick, N.J.
Newburgh, N.Y.
New York (Manhattan), N.Y.
Norwich, Conn.
Paducah, Ky.*
Peoria, Ill.*
Philadelphia, Pa.
Pittsburgh, Pa.*
Providence, R.I.
Richmond, Va.**
Roanoke, Va.
Rocky Mount, N.C.
St. Louis, Mo.*
Savannah, Ga.
Shelby, N.C.
Spartanburg, S.C.
Springfield, Ill.*
Springfield, Mass.
Toledo, Ohio*
Washington, D.C.**
Waukegan, Ill.*
Wilmington, N.C.
Winchester, Va.*
Winston-Salem, N.C.
Worcester, Mass.

*Hayes Division Terminal

**Joint McLean-Hayes Division Terminal

To find us fast,
see "Motor Freight"
or "Trucking" in
the Yellow Pages

for
"KNOW-HOW"
service call
your nearby terminal today!



WASHINGTON DA

By Neil R. Regeimbal, *Chilton Washington News Bureau*

MORE GRAIN STORAGE CHANGES—Officials of the U. S. Agriculture Dept. are proposing more changes in regulations governing its contracts for grain storage. Latest proposals would tighten up regulations governing reissuance of warehouse receipts and "clarify" rules requiring storage by grades in balance without outstanding receipts. Departments will receive written comments through Aug. 21.

EXCISE TAXES STAY—The 10 per cent manufacturers' excise tax on new trucks, buses, cars, parts, and accessories will remain in effect for at least another year. Congress has again extended the war-time excises, along with the present high-level corporation income tax, until June 30, 1961. Loss of government revenue was a factor. Congress plans to go over the entire tax structure piece-by-piece in another year or two.

RAIL MERGERS STIR CAPITAL—Officials at the ICC, who a few short months ago were letting it be known that they might look a little more favorably on transportation mergers, are now backing up somewhat. They're amazed at the affects of their earlier word. The number of proposed mergers has surprised them. Even more surprising is the size of some of the possible combinations—B & O combination with New York Central and C & O, is typical. These regulatory heads, even if they favored such combinations, fear reaction among competing carriers of all forms, antitrust officials, Congress, and the public generally.

URGE TRANSPORT DEPARTMENT—A new government department to take over the promotional and administrative functions of various agencies and branches now engaged in transportation activities is proposed by Sen. Clifford Case, R., N. J. The proposed department, headed by a cabinet-level secretary, would take over the Federal Aviation Agency, Maritime Administration, Maritime Board, Bureau of Public Roads and some functions of the Army Corps of Engineers and the nonregulatory duties of the ICC.

LAUD FOOD WAREHOUSEMEN—Government Food and Drug Administration inspectors are publicly praising the warehousing industry for voluntarily making plant improvements to help assure clean food products. Inspectors noted that the industry spent \$346,300 in 32 plant improvements in May. "Industry aids in consumer protection," the FDA officials noted in commenting on the voluntary improvement program.

BULK EXEMPTION PROPOSED—Legislation exempting bulk railroad shipments from federal regulation will be reintroduced in Congress again next year. The exemption measures, sponsored by Sen. Warren Magnuson, D., Wash., and Rep. Oren Harris, D., Ark., chairmen respectively of the Senate and House Commerce Committees, got nowhere this year. Railroad officials admit passage would exempt some 75 per cent of their tonnage from regulation.

USER FEES BOOSTED—Government agencies have been quietly boosting existing user charges on a host of services, including fees on customs services, navigation aids, airport privileges, and delivery services. One result was an increase in a year of \$27.8 million in government income from these user charges.

RESTRICT AIR SERVICE—Congress this year began to respond to complaints of government auditors over the use of expensive air freight by military men for overseas shipment of household goods. As the lawmakers drove for a convention recess and possible return to Washington in August, the House passed a bill to slap restrictions on use of commercial air shipments at government expense. It would prohibit use of commercial air carrier to ship household goods when more expensive than other types of transport.

PACKAGE USE BOOST FORECAST—An 11 per cent gain in sales of flexible packaging products is forecast for this year by government distribution experts. Officials of the Commerce Department's Business and Defense Services Administration say sales of these products, which include bags and foils, should hit \$560 million this year, reflecting good business and increased use of the products. They also report that fibre box sales this year will at least match the \$1.7 billion of 1959.

CRITICIZE NAVY WAREHOUSING—The Defense Dept. decision to reopen a large refrigerated warehouse is under fire by the Senate Small Business Committee as unnecessary competition with private industry. The private warehousemen say, loss of business by commercial firms to the government warehouse is about \$1 million a year. Government witnesses say use of the Navy facility saves the government \$600,000 a year. But the congressional committee points out that use of commercial facilities would help build the nation's defense capacity.



The standard of the industry

Four short years ago this fork truck was only a dream in the minds of thousands of materials handling engineers, plant operating people, and fork lift operators across the country. Today the Clarklift® is the most widely accepted truck in the industry.

How does this fork truck become the standard of the industry in four short years? . . . by having the inherent qualities and design features that materials handling experts want and need.

Before the first pencil line was drawn to design this new fork truck, the Clark Equipment Company surveyed thousands of plant operating people. The results were tabulated . . . and after thousands of engineering

and test hours and millions of dollars . . . the Clarklift was completed and introduced.

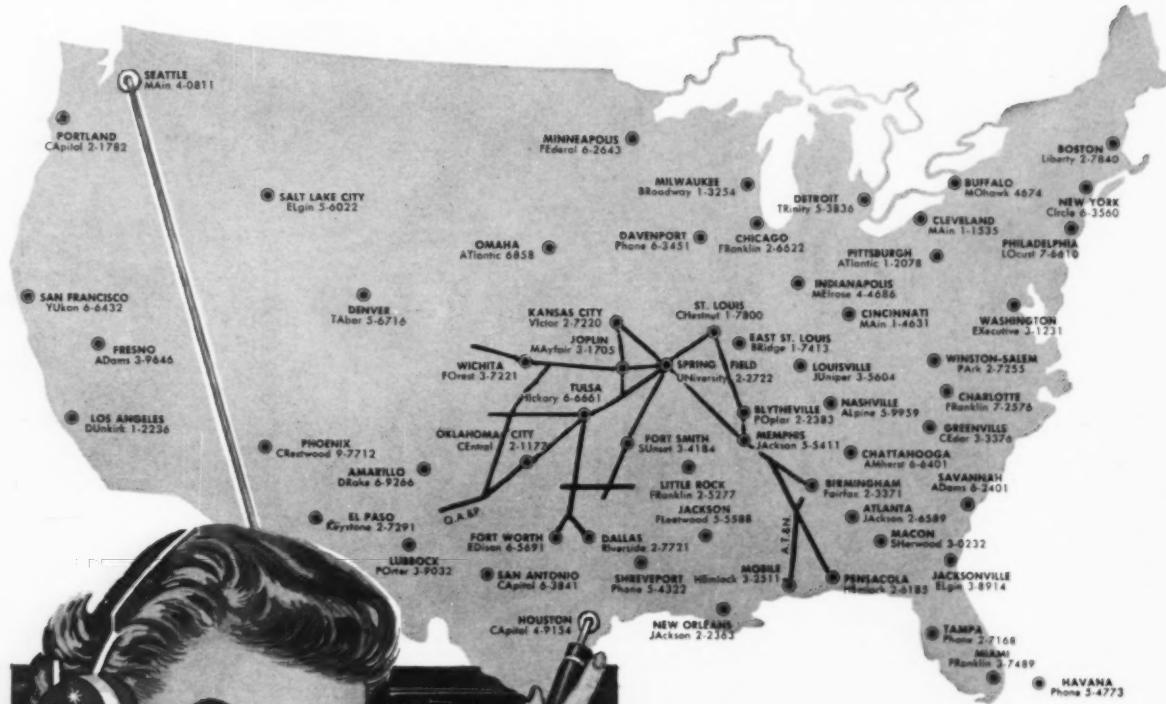
Since its introduction, the Clarklift has become the standard of the industry. Today more Clarklift fork trucks are sold than any other fork trucks.

For more information on the Clarklift . . . or, better yet for a demonstration . . . contact your local Clark dealer. He's listed in the Yellow Pages. Or, write Clarklift, Clark Equipment Company, Battle Creek, Michigan.

CLARK®
EQUIPMENT

WE'RE AS CLOSE AS YOUR PHONE

...FRISCO sales offices in **MOST** principal cities



Seattle, New York, New Orleans . . .
coastal towns and in-betweens—
wherever your plant may be—
your shipment is handled **fast** and
sure—phone FRISCO'S Sales
Representative nearest you.

Over the phone or across your desk,
he'll arrange the transportation of
your shipments to, from or through
the Southeast and Southwest.

61 on and off-line FRISCO sales
offices . . . inter-connected—
expedite rate quoting, routing and
tracing . . . **ANYWHERE U. S. A.**

Call your FRISCO Sales Representative
for that next shipment. He'll show
you why it's best to
Ship **IT ANYWHERE** on the FRISCO!

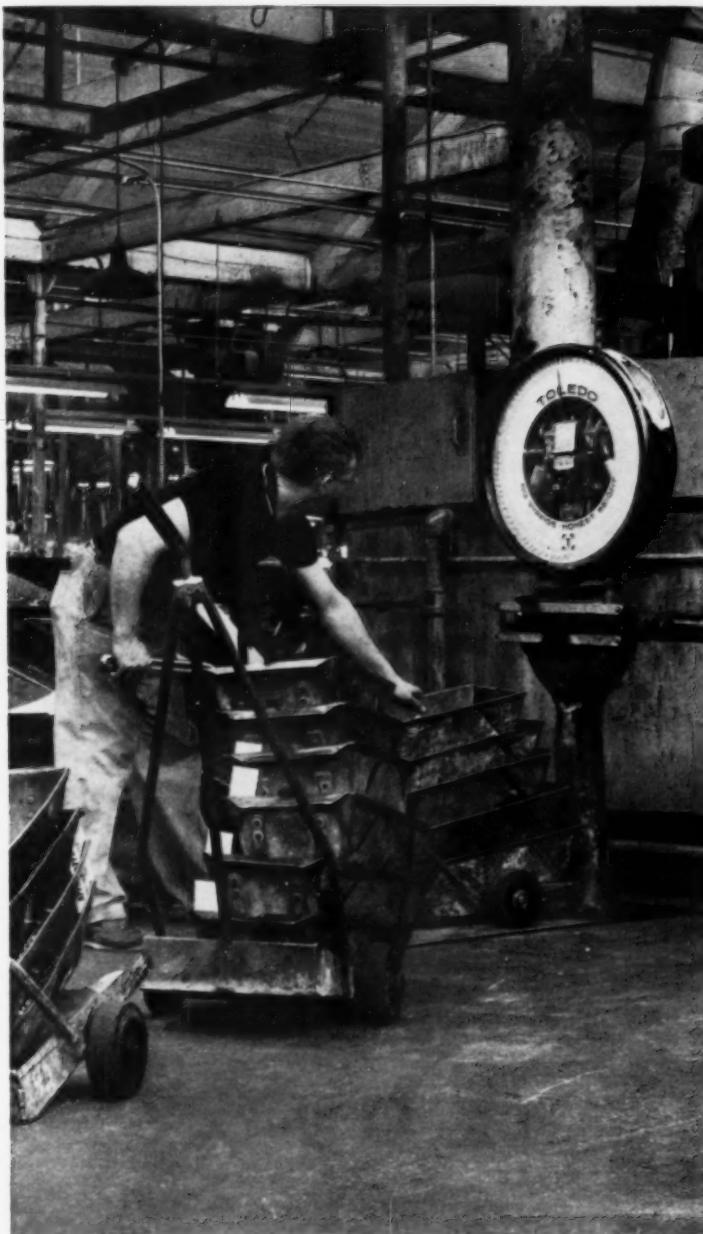
Southeast . . . Southwest



5,000 MILES SERVING:

MISSOURI • KANSAS • ARKANSAS • OKLAHOMA • TEXAS • TENNESSEE • MISSISSIPPI • ALABAMA • FLORIDA

B.F.Goodrich Oil-Pruf industrial tires go where it kills other tires to roll



TONS OF SCREW PRODUCTS are hauled from headers to weighing and cleaning stations every month at Pheoll Company's Chicago factory. Dolly tires are subjected to abrasive metal and cutting oil, used to fail prematurely. Then the TW Analysis Man recommended B.F.Goodrich Oil-Pruf compound tires. Result: 40% longer tire life!

Specify B.F.Goodrich tires when ordering new equipment

Circle No. 1 on Card, Facing Page 76, for more information

**Fastener company follows advice
of B.F.Goodrich TW Analysis Man
—gets 40% longer tire life**

Pheoll Manufacturing Co., one of the country's largest producers of screw products, had a costly tire problem. Dollies used to deliver slugs from cold heading machines to weigh stations had to roll over floors unavoidably coated with cutting oils and metal shavings. Oil softened the tires—sharp metal tore them. Tires failed; downtime and maintenance costs skyrocketed.

Then the B.F.Goodrich Tire and Wheel Analysis Man suggested the company switch to tires made of B.F.Goodrich Oil-Pruf compound. Result: tire life increased 40%. Maintenance and replacement costs substantially decreased.

This case history is typical of the savings B.F.Goodrich Tire and Wheel Analysis Men offer. Without cost or obligation, the TW Analysis Man will study your setup—floors, loads, equipment, etc. Then he'll recommend the BFG tires that will give longest service at lowest cost—advice that is unbiased because B.F.Goodrich makes a complete line of industrial tires. Why not take advantage of this free B.F.Goodrich service? Mail the coupon today.

A special BFG consulting service is available to manufacturers of materials handling equipment.



A FREE B.F.Goodrich TW Analysis can save you as much as 50% on industrial tires, as much as 20% on maintenance costs. Mail the coupon today.

*The B.F.Goodrich Company
Dept. TW-821, Akron 18, Ohio*

Please send me additional information on your free Tire and Wheel Analysis Plan.

Name _____

Company _____

Street _____

City _____ Zone _____ State _____

Cruiser Relics Moved



The heavy cruiser USS Minneapolis was recently dismantled at the Philadelphia Navy Yard. Relics from the ship were shipped to Minneapolis by Allied Van Lines, Inc., free of charge as part of the city's Aquatennial

MWA Convention



John Sloan Smith is pictured outlining a program of expansion for the Mayflower Warehousemen's Association at its recent Annual Convention. Smith, who is president of Aero Mayflower Transit Co., Indianapolis, Ind., spoke during Transit Company Day exercises

Jack Lindley—new terminal manager at Kansas City, Mo., for Interstate Motor Lines.

J. N. Bauman—president of The White Motor Co., made chief executive officer of the company. Fred T. Cushing—named sales manager of White's PDQ Division.



Hollis Conner—appointed sales manager, International Division, Hyster Co., Peoria, Ill.

James A. Ryder—president of Ryder System, Inc., received 1960 Horatio Alger Award.

Walter C. Kavanaugh—appointed product sales manager-container; Ray Driggs—named product sales manager-vans, Fruehauf Trailer Co., Detroit.

—Rail

J. R. Frease—appointed general superintendent transportation, Baltimore and Ohio Railroad Co.; C. W. Shaw, Jr.—superintendent Monongah Division, Grafton, W. Va.; John Edwards—superintendent, Indianapolis Division; and Allen W. Johnston—assistant superintendent, Baltimore.

—Water

Vice Admiral Ralph E. Wilson—newly-elected member, Federal Maritime Board, Washington, D. C.

Materials Handling

C. C. Kaesemeyer—appointed executive vice president-sales; Donald S. Douglass—vice president, division sales coordination; and Jack L. Prather—assistant president, Fuller Co., Catasauqua, Pa.

Louis B. Schultz—appointed engine product manager, Engine-Material Handling Division, Allis-Chalmers Mfg. Co., Milwaukee, Wis.



Clarence E. Killebrew (shown)—elected president of Canadian Clark, Ltd.; Ronald J. Smith—vice president; and John A. Meyer—assistant secretary.

Packaging

Paul A. Graf—named general manager-Chicago and Solon, Ohio, Division; R. Harper Brown—general manager-Philadelphia Division, Container Corporation of America, Chicago.

Charles Ruble Sr.—elected member executive committee, Folding Paper Box Association of America. He is president, Standard Paper Box Corp., Los Angeles.

Traffic

E. C. Daniels, Jr.—named export manager, Kester Solder Co., Chicago.

H. Lee Huffman—named southeastern traffic manager of the new Southeastern Traffic Department, United States Gypsum Co., Chicago.



Chester D. Roberts—appointed traffic manager, Western Chemical Division, Hooker Chemical Corp., Niagara Falls.

Robert W. Reneker—assumes supervision of Transportation and Purchasing Departments, Swift and Co., Chicago.



Joseph Patraiko—new assistant to general traffic manager, Whitehall Laboratories, New York.

Transportation—Air

Oscar Oberon—appointed assistant cargo traffic manager, Hans Roth—new cargo agency and interline manager, Swissair.

C. R. Milton—appointed director, cargo routing and control, American Airlines.

C. D. Loveless—appointed director-cargo field performance appraisal, American Airlines, New York.

Peter C. Petch—named sales representative, Panagra, Lima, Peru; Clive

Swain—district sales manager, Antofagasta, Chile; Eugenio Sofia—traffic representative, Santiago, Chile.

Juan T. Trippe—president of Pan American World Airways named to receive Chicago Association of Commerce and industry's International Achievement Award for World Peace for 1960.

Major Bruce L. Magill—transferred to Military Transport Service as chief of Traffic Services Division.

—Highway

Ed Dunn—new assistant traffic manager, Hermann Forwarding Co., North Brunswick, N. J.

James A. Ryder—elected to board of trustees, American Trucking Association Foundation. He is president of Ryder System, Inc., Miami.

Raymond D. Scoles—new terminal manager, Grand Rapids; John A. McManus—operations manager, Grand Rapids; and Albert A. Schaberg—terminal manager, Jackson Great Lakes Express, Saginaw, Mich.

Kurt W. Berger—elected president, American Trucking Associations' National Accounting and Finance Council. He is treasurer-controller, Express Freight Lines, Inc., Milwaukee; William A. Bresnahan—ATA assistant managing director.

William J. Mesler—elected executive vice president-operations, Highway Trailer Co., New York.

W. Glen Hicks—appointed sales manager-trailers, Gar Wood Industries, Inc., Wayne, Mich.

Francis E. Mullady, Jr.—new manager, Buffalo, N. Y., terminal, Al Serigos—assistant manager, Los Angeles terminal, Denver Chicago Trucking Co., Inc.

SPECTOR

THE LIFE'S WONDERFUL LINE

SPECTOR - MID STATES
Customized SERVICE SURVEY

FOR CENTRAL CORPORATION THE LIFE'S WONDERFUL LINE DATE FEB. 2, 1960 TERMINAL CHICAGO
 BY H. LEWIN

EQUIPMENT REQUIRED Van OpenTop TempVan Flatbed Containers

POINT	STATE	SHIP	SHIP	TIME	DEPARTURE	ARRIVAL	TOLL/TAR MILES (MILES)		STOP-IN-TRANSIT	TRAFFIC DATA	Max. Min. Service in hours
							10	15			
1 EAST BAYON, CORN.		X	X				X	X			42 66
2 PORTLAND, MAINE		X		X			X				48 72
3 BALTIMORE, MD.		X	X				X				40 66
4 ATHOL SPRINGS, N.Y.		X		X			X				36 59
5 NEW YORK, N.Y.		X	X				NY	X	NEW YORK - NEWARK	STOP OFF PRIVILEGES	36 55
6 REVERE, MASS.		X	X				X				48 72
7 BOSTON, MASS.		X	X				BOS	X		POSSIBILITY OF CONSOLIDATING FOR TL RATE	48 72
8 QUINCY, MASS.		X	X				BOS	X			48 72
9 RUSSELL, MASS.		X		X			SFM	X			48 72
10 NEWARK, N.J.		X	X				NEWARK	X	NEWARK - NEW YORK	STOP OFF PRIVILEGES	36 60
11											
12											
13											
14											



IT'S NEW . . . IT'S FREE . . . A complete profile of your shipping pattern *plus* valuable recommendations on how to expand markets, cut distribution costs, improve shipping and purchasing practices. No obligation.



Our Profile, Please!

SPECTOR FREIGHT SYSTEM, INC.
 3100 S. Wolcott Ave., Chicago 8, Illinois

Please send more information on how we can have a survey
 of our shipping patterns made at no cost, or obligation.

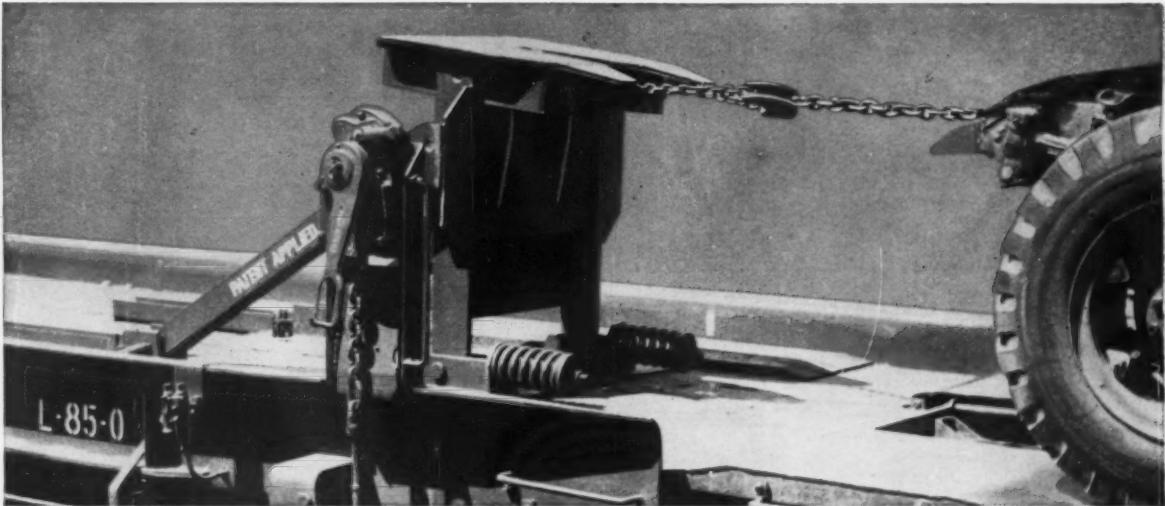
Name _____

Title _____

Company _____

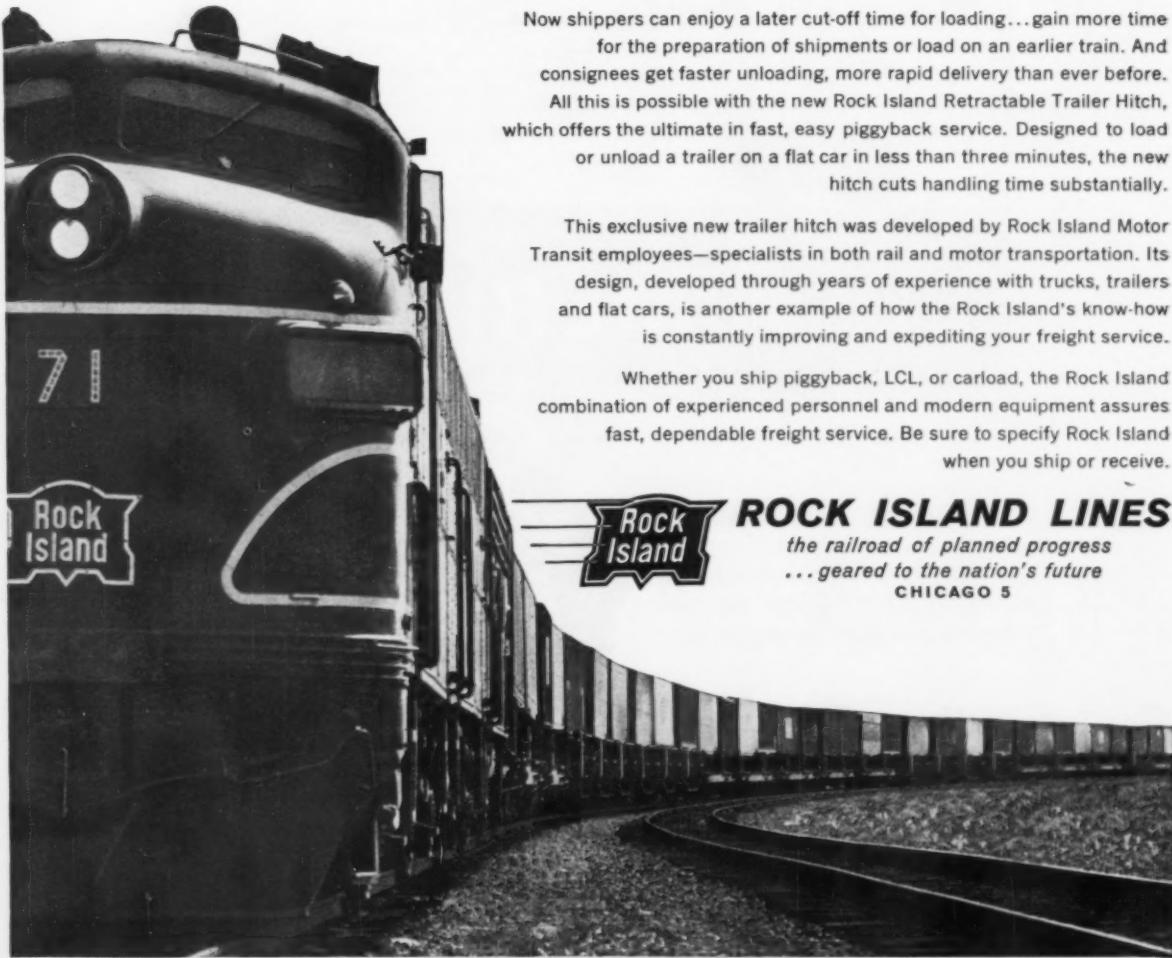
Address _____

City _____ Zone _____ State _____



Better, faster piggyback service

...with Rock Island's new Retractable Trailer Hitch



Now shippers can enjoy a later cut-off time for loading...gain more time for the preparation of shipments or load on an earlier train. And consignees get faster unloading, more rapid delivery than ever before.

All this is possible with the new Rock Island Retractable Trailer Hitch, which offers the ultimate in fast, easy piggyback service. Designed to load or unload a trailer on a flat car in less than three minutes, the new hitch cuts handling time substantially.

This exclusive new trailer hitch was developed by Rock Island Motor Transit employees—specialists in both rail and motor transportation. Its design, developed through years of experience with trucks, trailers and flat cars, is another example of how the Rock Island's know-how is constantly improving and expediting your freight service.

Whether you ship piggyback, LCL, or carload, the Rock Island combination of experienced personnel and modern equipment assures fast, dependable freight service. Be sure to specify Rock Island when you ship or receive.



ROCK ISLAND LINES

*the railroad of planned progress
...geared to the nation's future
CHICAGO 5*

On the Line-



Why People Work

Early in May we attended a management workshop seminar on handling employees. It was part of a convention program.

To start the session, the discussion leader asked, "Why do people work?" An immediate and almost unanimous response was, "Money!"

When the leader asked if there might be other reasons, there were many chuckles. "Are there other reasons?" came a question in return.

There are other reasons. By hints and leading questions, the leader drew four more reasons from the group. This is what the list looked like when this group of bosses ran out of ideas:

1. Money
2. Accomplishment
3. Recognition
4. Security
5. Sense of Belonging

Our able discussion leader then pointed out that, over the years, many surveys and studies had been made on this subject. He said that, while the five reasons listed were on every list obtained, they were not in that order. He rearranged the list as follows:

1. Belonging
2. Accomplishment
3. Recognition
4. Money
5. Security

We haven't the space to quote all the explanations and comment that followed. But we believe that all executives worthy of the title will get the drift if we just highspot the first point.

Money is, of course, essential in our way of life. But it can be earned in many ways. Most important is earning it in a way that at the same time brings happiness, satisfaction, contentment—call it what you will.

To get this feeling, most men select a certain kind of work. They also like to select the company, or person, that will provide that work.

Many men are selective to a point where they will take less money to work for one firm than for another. They are willing to pay this price

just to have a feeling of belonging to a preferred corporation or group of workers.

This feeling, properly fostered by the employer produces loyalty — a major factor of that sense of belonging. If an employer isn't smart enough to cultivate this loyalty, the worker turns to another or to a labor union.

Next, an employee wants the feeling of having accomplished what is expected of him—not only to know that he earned his pay but to measure his progress, gain recognition, and so on.

There, much too briefly, is food for thought, Mr. Boss. To handle people successfully, you must know what makes them work—for you.

For Our Economic Security

In our recent travels we met a man who had just returned from a nine-month tour of the free world. Unlike many thousands of other tourists, his object was to see how people work rather than to admire their culture.

"In country after country," he said, "I saw modern factories that compare well with most of those in the states. My hosts were proud to point out similarities to our plant layouts, integrated production lines, automated processes, and so on.

"There's no doubt about it, no longer can we claim a world monopoly on mass production methods."

This man's report adds nothing new to what is known about foreign industry. American manufacturers of machine tools and various types of production equipment have found a ready market abroad. And foreign manufacturers have learned to use this equipment well.

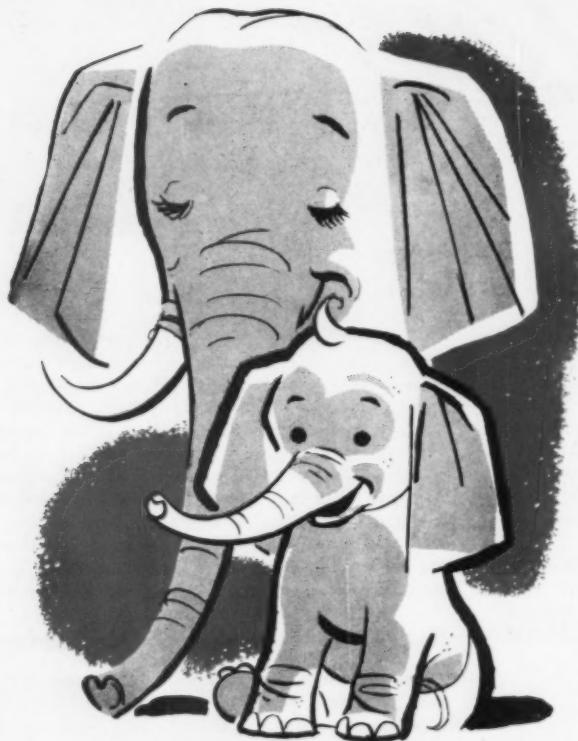
Perhaps the only people who ignore world industrial growth are American labor union bosses. Busy figuring new bites on industrial profits, they refuse to recognize what this means in terms of sales and production. This is a real danger to our economy.

We believe that it will pay management big dividends to finance a world industry tour for labor bosses. And, for national economic security, it will pay Uncle Sam to share the expense for this "cultural" project.

A. V. Greene
EDITOR

... News

(Continued from Page 9)



LITTLE PACKAGE BIG SERVICE



**Coordinated communications
assure constant control of cargo.
Experienced, efficient handling
assures safe, speedy delivery.**



When it's LTL... it's NTL
43 TERMINALS SERVING 3,000 POINTS DAILY



NORWALK TRUCK LINES, Inc., Norwalk, Ohio
NORWALK TRUCK LINES, Inc., of Delaware
Operating and Sales, Lancaster, Pa.

LCNC Elects Kortenhaus, Starts Truckleasing Section as USERS

The 17th National Convention of the Local Cartage National Conference elected William A. Kortenhaus president. He is also president of Bilkay's Express, Newark, N. J.

The Conference approved action by the Truckleasing Section to form a national association for the group known as USERS. A committee of lessor members of the LCNC will be selected to carry out recommendations after USERS is incorporated.

Other officers elected include Harry L. Grubbs, Jr., Jacobs Transfer Co., Washington, D. C., ATA vice president; William J. Kenedy, Supreme Express and Transfer Co., St. Louis, Mo., first vice president; Ed J. Frazer, Jr., Merchants Delivery Co., Corpus Christi, Texas, secretary; and Charles W. Poole, Poole's Drayage Co., Washington, D. C., treasurer.

In 1961, the group will meet in Chicago.

—DA—

EITL to Meet in Baltimore Oct. 4

The Annual Membership Meeting of the Eastern Industrial Traffic League will be held in Baltimore from Oct. 4 to 6. The Spring Meeting will be held in Philadelphia at a time which will be announced later.

—DA—

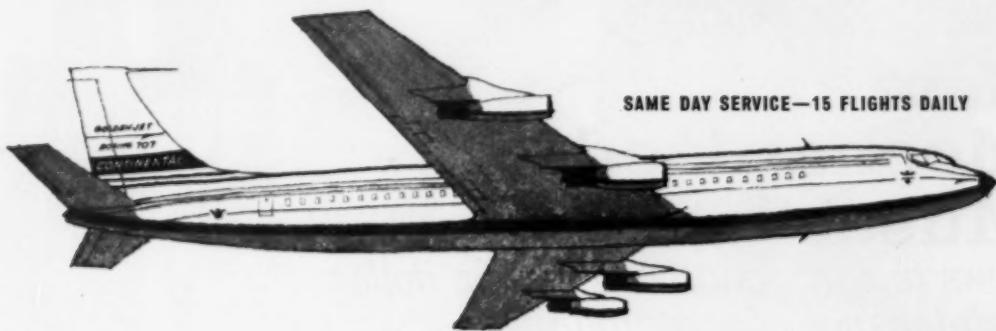
Smith of FBA Shows Sales Gain

More than 400 executives of corrugated box manufacturing plants heard optimistic reports for the future at the Spring Meeting of the Fibre Box Association. Association President Clarence A. Smith reported an industry volume increase of 13 per cent in 1959.

(Resume Reading on Page 12)

Only on Continental—most experienced jetline in the West!

THE MOST PURE JET CARGO FLIGHTS BETWEEN CHICAGO AND LOS ANGELES



Golden Jet Boeing 707s serve Denver and Kansas City, too!

Even *people* can't travel between Chicago and Los Angeles any faster than your cargo can—on Continental's 600-mile-an-hour Golden Jet transports. The reason?—a cargo schedule just as convenient as a jet-age passenger schedule! Goods are *delivered* the day they're *shipped*.

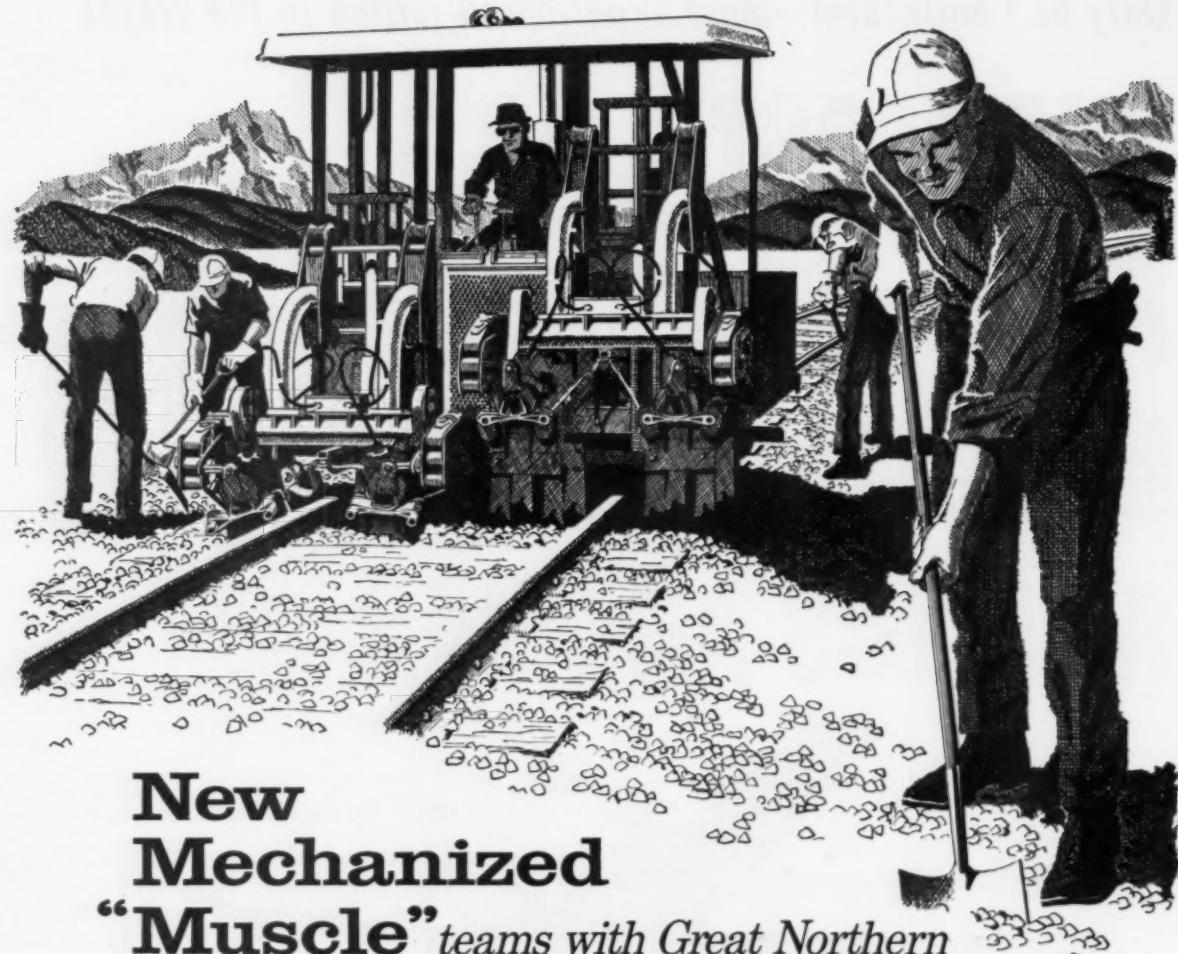
Giant-size doors on the Golden Jet open into a giant-size cargo hold. Your goods—small *or* large—board gently and travel in heated, pressurized, jet-smooth comfort—just as *you* would if you were a passenger upstairs. Perishables, critical compo-

nents, deadline merchandise, arrive when they must—on time.

Continental's jet-power cargo fleet also includes the only Viscount IIs in the nation, and serves twenty-three cities in the West and Southwest. To find out how to put this jet-power fleet to work for your company, contact your airfreight forwarder or write Mr. Lee Slay, Director of Air Cargo Sales, Continental Airlines, Stapleton Field, Denver 7, Colorado.

New! Low deferred freight rates now available between Chicago, Kansas City, Denver, Los Angeles.

CONTINENTAL AIRLINES
MOST EXPERIENCED JETLINE IN THE WEST



New Mechanized "Muscle" teams with Great Northern crews to carry out multi-million dollar maintenance of way program

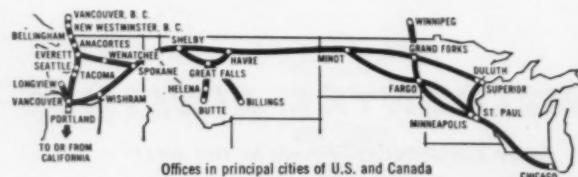
Swoosh! Tons of crushed rock tumble onto a roadbed. Men—aided by a giant, diesel-powered "broom"—move in to spread and level it. Another machine tamps the ballast firmly in between the ties. Miles away, still another mechanized marvel "threads" 25 tons of welded rail into position for a quick change-out. Down goes an old wooden bridge, up goes a new one—steel. Off goes the old paint, on goes a new coat—on a sign, signal or other trackside structure. In a modern shop new signs are readied.

And back at the home office someone adds up the bill: over *40 million dollars*.

This was Great Northern's expenditure last year just to maintain the tracks for its trains. In fact, our

"shopping list" for men, machines and materials to carry out this work totaled nearly *a quarter of a billion dollars* in the last five years. That's about one of every five revenue dollars—nearly triple the dividends paid GN stockholders in the same period.

We feel these monies have been invested wisely. Not just in a series of "fix-up, paint-up, clean-up" drives—but in a carefully planned *program*. A schedule that calls for *continuous* maintenance and improvement of roadbeds and trackside facilities. It's one of many reasons why passengers enjoy smooth, comfortable travel on Great Northern streamliners—why our shippers can be assured that their freight will receive fast, dependable and careful handling.



Offices in principal cities of U.S. and Canada

Direct freight inquiries to:
G. D. Johnson, General Freight Traffic Manager;
Passenger travel inquiries to:
P. G. Holmes, Passenger Traffic Manager;
Great Northern Railway, St. Paul 1, Minnesota



1. Performs like a regular fork lift truck . . .



2. Stacks left 90° in narrow 6' aisles . . .



3. Stacks right 90° in same narrow aisles . . .



4. Drives loads into trailers and boxcars!

One truck . . . one operator . . . does all this!

(Only the new Towmotor "Naro-Aisle-Stack" Truck can!)

- Only truck of its kind for narrow 6-foot aisle stacking
- One lift truck does the work 3 trucks usually do
- Makes 36.5% of "lost" space usable in average plant

Amazing performance? You can't imagine what the "Naro-Aisle-Stack" lift truck will do until you actually see it . . .

See how it pivots loads a full 180° because it's equipped with hydraulic outriggers. See how it stacks materials left or right 90° and picks up loads from the same extreme angle. See how it also performs all other functions of regular fork lift trucks.

New Naro-Aisle-Stack Trucks made only by . . .

Circle No. 2 on Card, Facing Page 76, for more information

Most spectacular of all is the way it performs within the confines of narrow, six-foot aisles—enabling you to utilize storage space you considered "lost"!

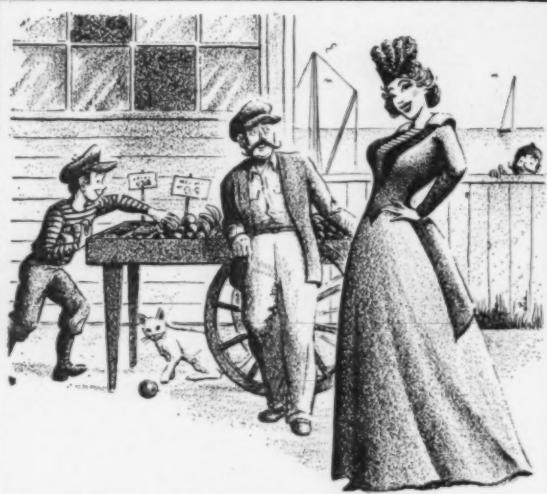
Such unique operation is made possible only because "Naro-Aisle-Stack" trucks are equipped with Towmotor Towmomatic Drive—the only drive of its kind that eliminates clutch, transmission, drive line, differential and shifting mechanism.

Ask for booklet, "Captures Lost Space," describing the new series. Write Towmotor Corporation, Cleveland 10, Ohio.



TOWMOTOR *GERLINGER*
THE ONE-MAN-GANG®

Gerlinger Carrier Co. is a subsidiary of Towmotor Corporation



You can't beat a natural advantage

...and Portland Harbor is bustin' out all over with the big "it" that really counts. We mean the geographical good fortune that makes Portland the natural distribution center for western and mid-western United States. Yes, Portland, under the centralized management of the Portland Public Docks, is a livewire port that wants your cargo and knows how to serve it!

50th Anniversary Year
PORTLAND
PUBLIC DOCKS

Operated by the Commission of Public Docks
3070 N. W. Front, Portland, Oregon

Eastern Representative: Buckley & Co., 170 Broadway, New York 38, N. Y.

LETTERS TO THE EDITOR

Commercial Warehouse Receipt

To The Editor:

We are interested in securing a commercial warehouse receipt to comply with the new code that went into effect in Massachusetts on Oct. 1, 1958. We felt you might be in a position to advise where such a receipt could be obtained. Any information you could give would be greatly appreciated.

F. G. Hodson

Clark and Reid Co., Inc.,
Brookline, Mass.

I suggest that you contact your local or state's warehousemen's association, or consult a local lawyer who is familiar with warehouse laws. I am sorry that I have no copy of the Code of which you speak.—Leo T. Parker, DA Legal Consultant.

Just a Minute!

To The Editor:

"Just a Minute," June editorial, is a technique which has absolutely no application to the business world. But many corporate executives would do well to have their offices called for information around the middle of the day.

I have often thought that a costly advertising program could be all but nullified by discourteous and inefficient switchboard personnel.

Boris P. Rosanoff

Merchandise Ownership Pending Pickup

To The Editor:

When merchandise is released to a customer at a public warehouse for them to pick up at their own discretion, who owns the merchandise while it is pending pickup? That is, the original owner of the goods who would still pay the storage charges providing merchandise is not picked up before the next storage date, or the customer to whom the merchandise has been released.

If it has any bearing on it, we have a direct teletype service whereby we invoice the customer immediately after receiving his order either by phone or mail. With the teletyping of the invoice in quadruplicate, the merchandise is being released at the warehouse on a duplicate machine which makes a warehouse release in quadruplicate and three bills-of-lading at the same time.

R. Camphouse

P. U. Bright and Co.,
Chicago, Ill.

I have no records of a case to point of your legal question, particularly involving teletype service.

I shall make special effort in the future to locate higher court decisions from the Advance Sheets on this subject of law at which time I shall publish relevant cases. Generally speaking, the customer would be the legal owner of goods released by his instructions to a warehouseman for his later pickup.

Of course, special circumstances may deter this usual legal rule. In other words, the intentions of the parties have an important bearing on the case, and prior custom prevailing between you and your customer may alter the normal legal situation.—Leo T. Parker, DA Legal Consultant.



We speak out for PROGRESS at SEABOARD

It isn't enough for a railroad to provide satisfactory service in terms of *today's* requirements. It has to plan constantly to keep a step ahead of future developments. No road knows this better than Seaboard. *Complacency isn't in our vocabulary...*

Yes, it's true we're outspoken at Seaboard for *continuing progress*. *Transportation is our business*, and in the years to come as well as right now we want to offer you the most valid reasons for routing "S.A.L." — modern equipment, the adoption of new and better ways to serve you, and a sincere concern with every shipment you move over our rails.

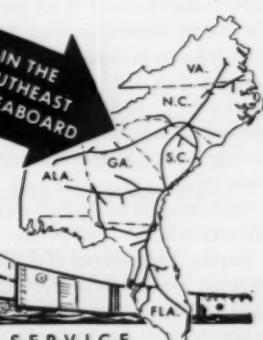


Ask us how Seaboard Piggyback service between North and South can help you.

SEABOARD
AIR LINE
RAILROAD



IN THE
SOUTHEAST
IT'S SEABOARD



THE ROUTE OF COURTEOUS SERVICE



Dependable Mack diesel power keeps high-cube loads moving at top legal speeds, and with lowest fuel and upkeep costs. Here North American driver instructor Max Stauffer starts out from company's headquarters in a H-67 Mack diesel tractor.



North American Van Lines operators

join the trend to

Mack diesel power

Typical of the growing trend among long-distance haulers of high-cube loads is the enthusiastic acceptance of Mack Thermodyne® diesel tractors by owner-operators for North American Van Lines, Inc., Fort Wayne, Indiana.

More than 160 Mack vehicles are in operation at North American, and owner-operators state emphatically that they are unexcelled in fuel and maintenance economy . . . power to haul high-cube loads...and long-lived, trouble-free performance.

Harvey Allen, owner of a Mack diesel-powered B-61T Model, for example, reports operating costs *slashed by over 35%* compared with the tractor he previously

used, as well as fuel mileage in excess of seven miles per gallon as compared with a former four mpg. Says Allen: "I am spoiled by Macks and will never buy another make of truck. Right now I am expecting delivery of a new G Model tractor."

Mack H-63T owner Wayne McAdams is equally pleased with the performance of his diesel unit. It has hauled more than 200,000 miles *with absolutely no downtime on the road*, says McAdams. Operating from coast to coast in all kinds of weather and over all types of roads, it averages a steady seven miles per gallon of fuel as compared with a former 4 1/4 mpg. Says McAdams: "I have never

Circle No. 3 on Card, Facing Page 76, for more information



owned a better truck."

Learn why long-distance haulers are turning to Mack diesel power for low-cost, dependable hauling of high-cube loads. Your Mack branch or distributor will be glad to show you how Mack diesels can help you, too. Mack Trucks, Inc., Plainfield, New Jersey. Mack Trucks of Canada, Ltd., Toronto, Ontario.

7454

MACK
FIRST NAME FOR
TRUCKS

DISTRIBUTION AGE

How 3 National Fleets save Time and Money

with the **WATSON** **Hide-A-Gate**

HIDE-A-GATE is the powered elevating tailgate that hides away under the bed when not in use. It gives you these important advantages:

1. You can back up tight against a dock
2. You don't have to lower the gate to open van doors
3. It's easier to park in tight spots—no gate overhang or projections.

And, of course, you get all the advantages of a fast, safe, reliable power gate for ground or curbside loading—at a touch of the control lever.



SHERWIN-WILLIAMS CO. find parking much easier on store deliveries with Hide-A-Gate—it folds under the bed with no overhang or projections until ready for use.



PACIFIC INTERMOUNTAIN EXPRESS shows here how easy it is to dock load with a Hide-A-Gate. No need to lower the gate to open doors, or to run fork lifts over the gate platform—just back in tight to the dock and load or unload.



CONSOLIDATED FREIGHTWAYS' Hide-A-Gate gives this new van the advantage of power gate for ground or curbside loading—yet no gate interference when dock loading.

Hide-A-Gate handles loads to 1,200 lbs., is easy to install on 1 1/2 ton and larger trucks. Electro-hydraulic (6v or 12v) and power take-off models available. Why not get the facts now—write for literature, prices.

Please address Dept. 26

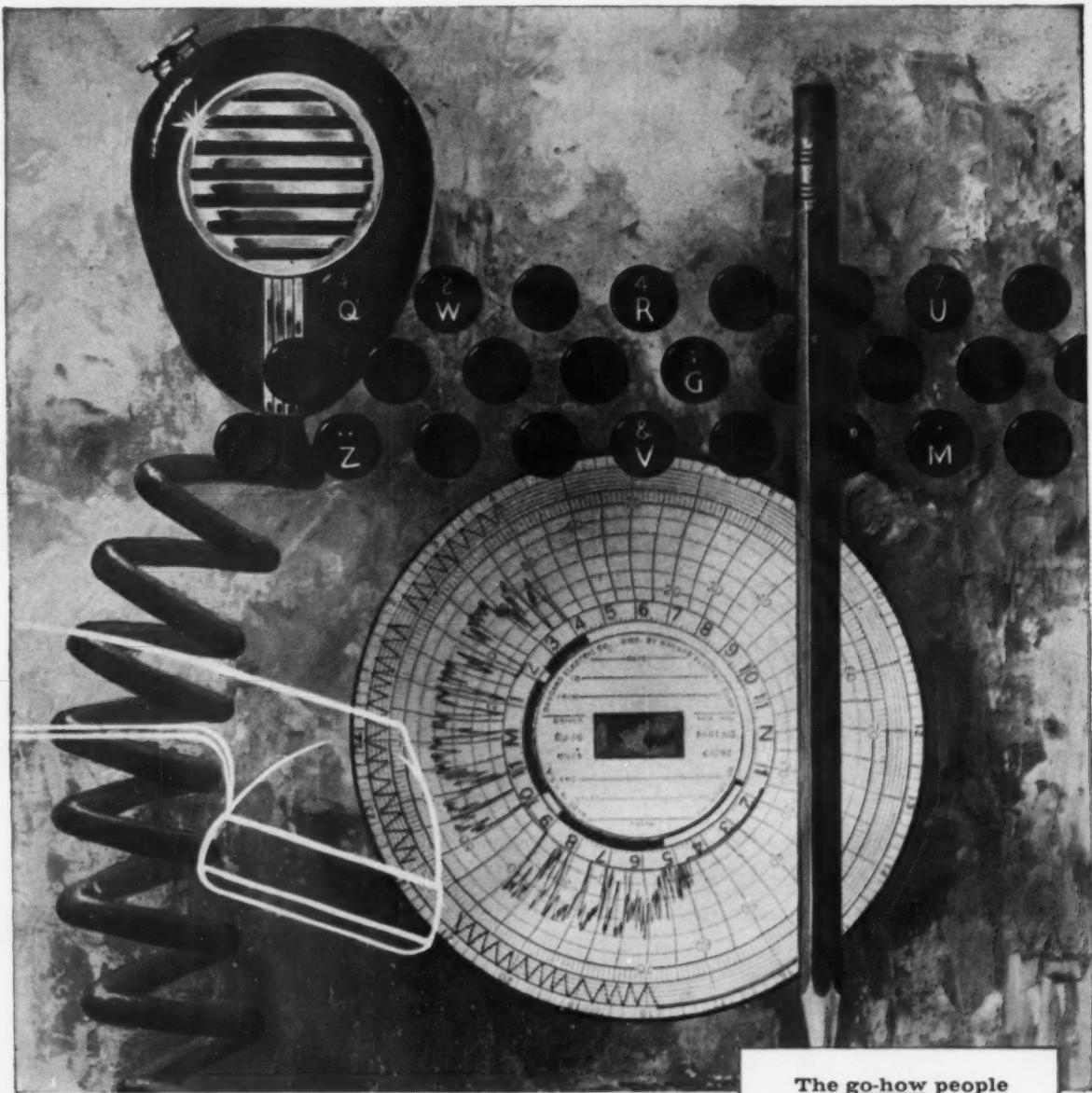
H. S. WATSON CO.

1316 67TH STREET
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WATSON

Circle No. 4 on Card, Facing Page 76, for more information

22



How to direct traffic a thousand miles away.
Today, motor carrier communications systems are space-age geared to let you direct materials anywhere, easily and *economically*. Radio control and teletype equipment, for example, at Eastern Express, as well as electronic data processing, keep firms "on top" of their shipments, in-terminal and enroute . . . permit freewheeling flexibility in planning and scheduling for long haul or short.

Eastern
EXPRESS, INC.
"The motor carrier with more go-how"™



**The go-how people
of Eastern assure:**

Dependable on-time delivery, TL or LTL, to big, small or out-of-the-way towns; economical Port Service, too.

Speedy, thru-trailer transcontinental connections; direct routing of shipments.

Versatile carriers and handling equipment; modern terminals; shipping experts throughout the U. S. always at your service.

Award-winning claim prevention program—plus a record of 2 million accident-free miles.

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IN RECENT years, many companies faced with rising distribution costs and increased customer service competition have taken a close look at their warehousing operation. They did it to determine the adequacy of facilities and operating techniques.

In many instances, after preliminary inspection, it was found that major changes were needed for additional warehouse space, new materials handling equipment, and sometimes a completely new operational system. Between the time that management recognizes that there is a warehousing problem and the time that the problem is remedied there exists a four-phase program generally.

Phase 1 entails a thorough study of the present and future elements of the company's physical distribution. Phase 2 planning the organization of these elements into the optimum system for present and future operation. Phase 3 involves presenting the findings and recommendations for management approval. Phase 4 is the period of construction, equipment purchasing, and installation of the new system.

For most companies, such a program is straight-forward. Little difficulty is encountered. If the four-phase chain is broken, however, it is generally at the third link—financial appropriation and the concept of "pay-off."

Poor Communication

At the level of financial decision-making, a much-needed warehousing project may be modified, shelved, or rejected because the return on investment appears insufficient. Or it may be dropped because a competing project shows faster pay-off. The end result is that warehousing management is left to do the best job it can with a few hard-won, but less than adequate, concessions.

Sometimes this result is in complete accord with the best inter-

Building a warehouse— no payoff problem

This writer warns of the tendency to view a proposed warehouse project purely in respect to the payoff from labor, rent, and transportation saved

ests of overall company planning. However, rejection of a financially sound project may be due to poor communication. Financial management may not understand warehousing management.

There are some who argue that payoff calculations are invalid when it comes to warehousing. They assert that when space is needed for continued growth it must be provided. And they are quick to add that modern operating techniques, designed to provide the best in customer service, give the sales department a strong whip to hold off competition.

To the other extreme there are those who maintain that a company's primary objective is to return maximum profit on investment. Also that warehousing projects must be considered in the same light as the other phases of the business. Somewhere between these two positions, better understanding is needed.

Helpful Criteria

There are certain criteria which we, as consultants, have brought forth to help both financial and warehousing management to look

at warehousing "payoff." These criteria deal with a general understanding of warehousing and its dependence on marketing and production; familiarity with the broad scope of public warehousing services and lease arrangements; and with the pitfalls of incomplete statistical payoff calculation and interpretation.

Let's consider how changes in marketing are affecting warehousing operations. And as we examine one typical problem, let's study the nature of rising warehouse costs to find if a new warehousing project should be required to stand alone on warehouse savings as dictated by a payoff calculation.

In today's dynamic market, most manufacturers have been forced into a program of product-line diversification to maintain a competitive position. Marketing men have found that changes in package design can dramatically increase sales. The effect of such item diversification is markedly felt in warehousing operations to a degree not fully appreciated by many in top management.

For example, each type of sell—
(Please Turn Page)

Building a warehouse—no payoff problem . . .

(Continued from Preceding Page)

ing unit (differing in any respect) added to warehouse stocks, means a new item which must have warehouse space (accessible to aisles) for order-picking.

This warehouse may have been able to carry approximately the same number of units (or total cubage) 10 years ago as it must stock today. However, a substantial increase in the number of items frequently will render the same area inadequate.

Loss in utilization of cube is due not only to the need to station more items along more aisles for order-filling. It is due also to the addition of many items that are slow in movement and small in inventory.

Consider a fast-moving item, traditionally made in white, in one type of package, and cased in lots of 100 units. Prior to diversification, this item may have been carried in inventory in a quantity of 50 pallet loads. With the addition

of three colors, two different packages and a 50-unit case, approximately half of the new total of 24 items would be carried in less than pallet load quantities. Instead of one large area of floor space for 50 pallets, the warehouse operator must have several bays of pallet racks and only a few shallow floor slots. It is probable that space requirements would more than double.

Now consider that this item originally was sold in pallet quantities. But with the new options offered, customers now order in small case lots. Manual order picking is required for most slow-moving items. In such a situation, labor costs generally will rise unless new techniques and equipment are employed.

Now let's see how production affects warehousing operations and costs. If we retreat again to the time when our fast-moving item was made only in white and

packed in a 100-unit case, we find that production could run one machine continually on this item. A week's supply of finished goods in the warehouse was an adequate cushion against sales peaks.

However, product diversification forced by competition and engineered by the marketing department, imposes a scheduling problem on production. The way in which unit-cost to produce can be held down is to run each item infrequently and in large slugs. Since one of the functions of warehousing is to temporarily absorb production until finished product is shipped, total inventory and warehouse space needs are increased, depending on the nature of production scheduling.

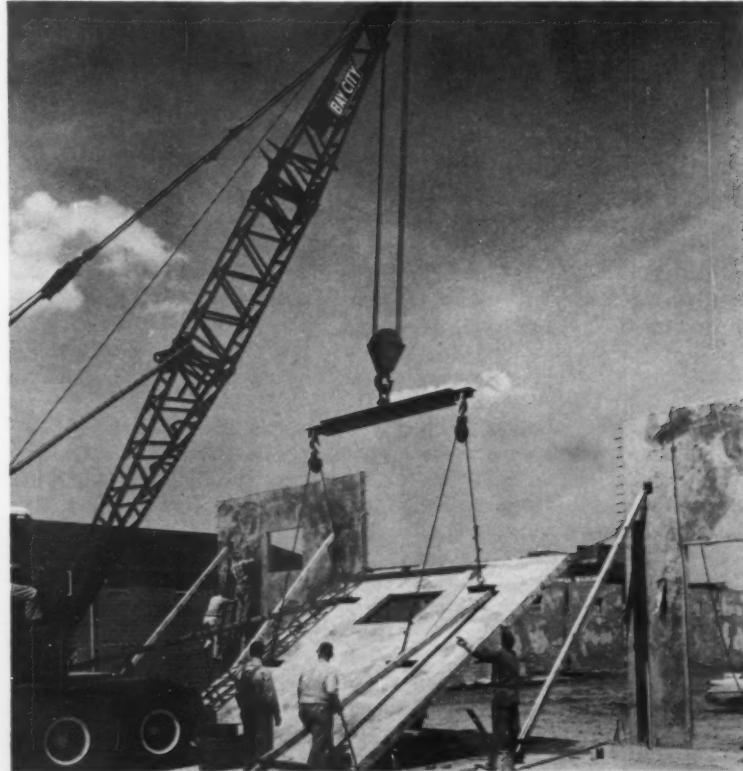
Certainly the above examples are no revelation. This process of increasing complexity and rising costs is not new and continuance of this trend seems indicated.

Servant of Marketing

What is needed is a firm appreciation that warehousing is the servant of marketing and production. Although warehousing techniques are approaching sophistication and materials handling, to a degree, is professionalized, top management must resist the tendency to look at a proposed warehouse project as a separate entity. Or one which can be judged purely on the payoff generated by reduction of warehouse labor, savings in rent, and reduced transportation costs.

We have found that proposals for warehousing projects may fall short in two ways. First, in the planning phase, and second in the area of construction of a payoff calculation. Both shortcomings tend to discount the economic feasibility of a sound project.

Many firms today do not completely investigate the available opportunities in use of public and leased warehouses. Warehouse management, for example, may be faced with peak inventories and shipments of a seasonal or cyclical nature. By use of public warehouse



services, a strangulation position in terms of space and in the ability to get the orders out, may be solved. And what at first appeared to be a need for expansion may be handled without capital expenditure. On the other hand, when a substantial amount of additional warehouse space is needed, it is often best to carry cushion and peak inventories in public warehouses. Hold down plant expansion and capital expenditure can be held down. By skimming off the cream of savings in a fast turning warehouse addition, and leaving the balance of costs to expense in outside storage, an appreciable reduction in payoff term may be realized.

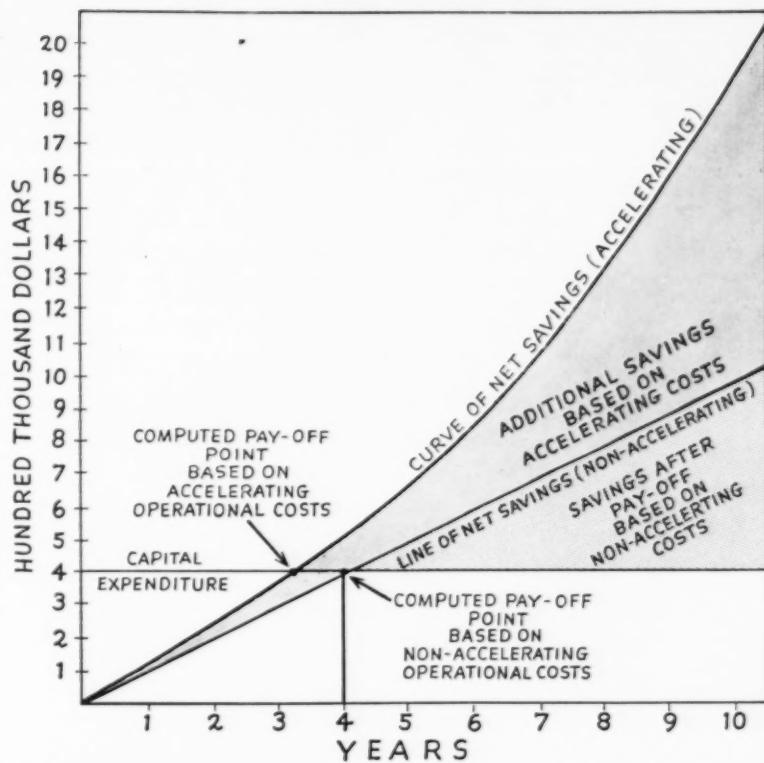
Warehouse lease and leaseback offer many options to satisfy both the warehouseman and financial management. Straight short term leases can accrue similar advantages as the use of public warehousing. In addition, short term leases (and public warehouses) provide a degree of flexibility. Changes in warehouse location can be made to adjust to the market in a relatively short period of time.

Almost any type of financial arrangement is possible in leasing: Lease with an option to buy on a sliding scale; arrangements where the lessee can put up varying amounts of capital or determine the yearly charge desired; a net-net lease can be contracted with the lessee paying operational costs; and leaseback packages can be composed to include consulting services for the sizing and design of the optimum operational system, architectural and engineering service, selection and purchase of site, construction of the warehouse, and consulting services in supervision of the installation of the new system—all at a price per square foot per year.

Warehousing management should be familiar with options in public warehousing and leasing. The method of calculation and interpretation of payoff is sometimes responsible for the success or failure in selling top management on new warehousing facilities.

Lost Comparison

One of the popular techniques used to compute payoff is to com-



This illustration typifies the difference in payoff term and net savings between calculations which are based on non-accelerating and accelerating operational costs in an existing and well-functioning warehouse operation

pare existing costs with estimated costs in a new operation, to determine net savings. Then, by dividing the estimated annual net savings into the capital expenditure, the payoff period to return investment is found. It is easy to underestimate estimated savings, especially in terms of labor-cost reduction. Since a new warehouse project, for example, may take two years before it becomes operational, present costs of operation should not be used to determine savings. If a company is in need of new facilities now, the chances are that one or two years from now operating costs will be significantly higher in proportion to sales volume than at present. Therefore, estimates of cost should be made for present and proposed facilities at the approximate volume projected at opening of the new operation. Extending this technique further, during the period between the opening of the new warehouse and the end of the payoff term, operational cost in existing facilities would continue upwards on an accelerating curve, thus enlarging

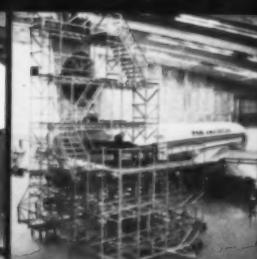
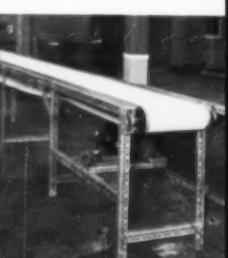
the savings with the passage of time. This phenomenon is illustrated in Figure 1.

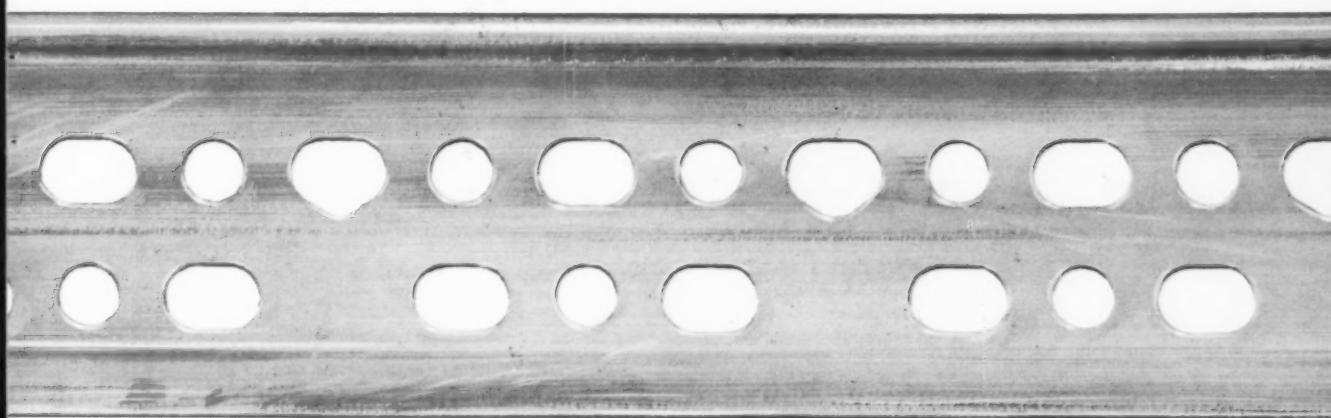
In the area of interpretation, it is common to compute the decimal years to reach payoff, and to stop there. However, to bring into focus the true picture, the savings curve should be extended several years beyond the "break-even point." Often the size of the gain after payoff is just as meaningful as the payoff term. Payoff determinations should be computed with extreme care if the operational people are not only to sell management, but also to provide the necessary accuracy required at the financial level for decision-making. Outside storage as a means to provide all or part of additional warehouse space requirements, should be considered by the warehouse operator and the financial committee.

It is management's responsibility to become familiar with the detailed problems which render existing facilities inadequate. Payoff alone should not be the major factor in judging the merits of warehousing proposals. •

FRAMEWORK

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FOR A THOUSAND IDEAS

SLOTTED ANGLE

bolts together to build anything

Cut the cost of every framing and structural job in your plant—actually gain *free manpower hours* without sacrificing professional-quality results! Furnish even an unskilled man with AIM Brand Slotted Angle and watch him go to it. He quickly snips it to size with the AIM Brand Cutter, bolts it together, and the job's finished in a flash. And it's built to last—strong enough, rigid enough to shoulder tons of weight. $\frac{3}{8}$ " bolts have full-load shoulders and 2000 pound safe-load capacity.

AIM Brand Slotted Angle is distributed nationally. For the name of your nearest distributor and free illustrated booklet, call or write your nearest ACME STEEL COMPANY office or ACME STEEL COMPANY, Fabricated Materials Division, Dept. DAD-80, 135th Street & Perry Avenue, Chicago 27, Illinois.

SIMPLE

Free your skilled men for other jobs—even a first-day apprentice can master it. Only a hand wrench is needed—no drilling or welding.

FAST

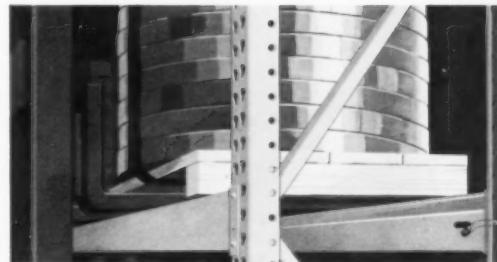
Just bolt together. Precision-spaced holes or slots line up properly to provide exclusive Lock-Joint or Friction-Joint connection. Cutting marks every 3 inches speed measurements.

ECONOMICAL

Total costs considered—per-foot price, labor and maintenance—AIM Brand Slotted Angle comes out tops in over-all economy.

REUSABLE

A real cost-whittler when your needs change. Simply dismantle AIM Brand Slotted Angle and use again and again for the same type of application or for new projects.



NEW

STORAGE SAFEGUARD

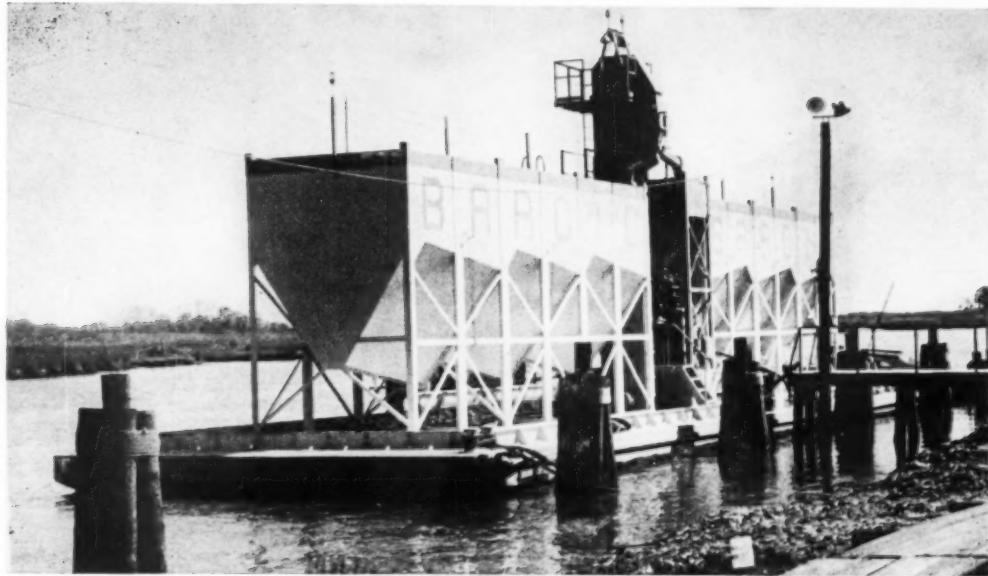
Exclusive safety load locking device* and two button head studs provide three point bearing per beam connection for positive protection against accidental disengagement of beams. AIM Brand Rack for heavy duty storage offers greater stability, installation ease and load capacities. Write for details.

*Patent applied for



**IDEA LEADER IN
FRAMING**





Floating warehouse speeds mud delivery

Created to serve as supply points on navigable inland waters, these new floating warehouses integrate the storage and delivery functions. They store mud for use in oil drilling on the Gulf Coast

OPERATING at Empire, La., and Leeville, La., are the newest "all-purpose" bulk mud warehouses on the Louisiana Gulf Coast. They are self-contained storage and delivery barges with a total capacity of over 300 tons.

Used by Baroid Division, of National Lead Co., these floating warehouses are 100-ft long, 30-ft wide, and have a 7-ft loaded draft.

These warehouses are equipped to deliver in small quantities to a cyclone type separator for filling

bulk cans. On the other hand they can load large quantities into vessels delivering bulk mud to offshore drilling operations. When necessary these warehouses can be unloaded and towed to other stock-points.

Heart of this phase of Baroid's activities is a terminal on the east side of New Orleans' "Industrial Canal." Here mineral barite (BaSO_4), known commonly as heavy spar, is processed for marketing. Here, too, are the facilities for storing vast quantities of

the product and for loading out bulk shipments.

The Product

Barium sulfate's primary purpose is to increase the density of the drilling mud. This causes a higher hydrostatic pressure on the formation. Dangerous and wasteful blow-outs are prevented.

The mud is pumped down through the hollow drill stem. It passes out holes in the drill bit and then returns to the surface through the space between the

drill pipe and the walls of the hole.

Terminal Facilities

At Baroid Divisions, New Orleans Terminal and Mill are complete handling and processing facilities. On the dock, dominating the scene, is the 1500-ton capacity mud storage silo. Nearby are the pulverizing mills, packer building, warehouse, and offices.

From the pulverizing mills, a screw conveyor, with a by-pass at the packer building, delivers material to a bucket elevator and then into the storage silo. The screw conveyor is reversible.

Transport barges are moored alongside the dock, almost directly against the storage silo. These barges are loaded from the silo by means of a 35-ft. long, 8-in. Airslide fluidizing conveyor swung from the silo over the barge.

Floating Warehouse

The transport barges carry the dry bulk cargo to warehouse points. In the case of the new floating warehouse, bulk mud is transferred to its six storage tanks. Split into two groups the tanks are separated by the weighing and delivery equipment. Delivery from the floating warehouse is accomplished by discharging from the storage hoppers to a screw conveyor. The material then moves to a bucket elevator, and then by a short Airslide conveyor, to a receiving hopper.

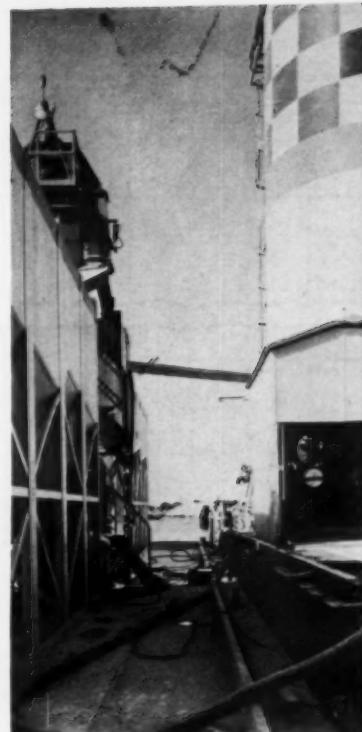
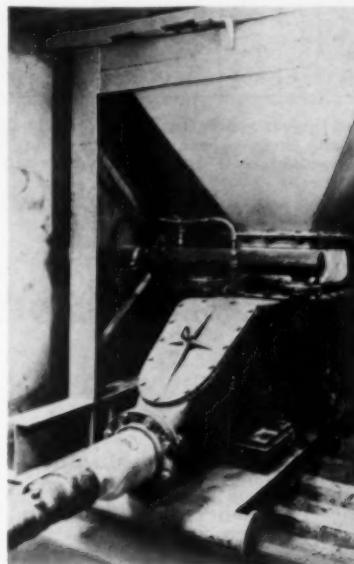
This hopper, in turn, empties through another short pneumatic conveyor into a scale. The scale weighs out 1000-lb. batches and drops them directly into the receiving hopper of a pump.

Skid-mounted in the "hold" amidships, the pump fluidizes the dry mud. The material is pumped through a 6-ft length of 5-in. (diameter) flexible hose to a short length of fixed steel piping. This emerges on deck. Here the actual transport hose for conveying to the delivery vessel is attached.

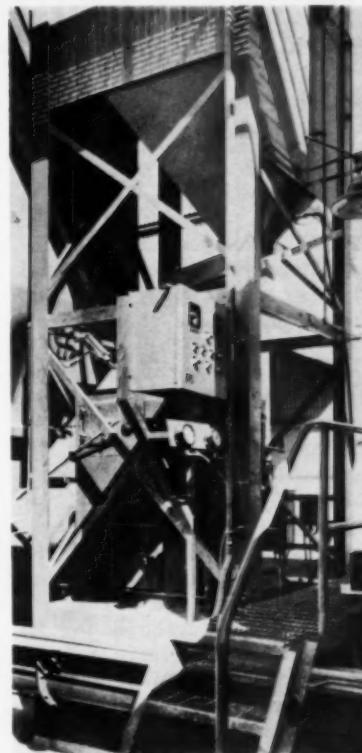
The barge can solve practically all delivery problems. For discharging into 5000-lb. capacity bulk cans, the flexible conveying line from the deck is attached to a cyclone (for de-aerating the mud) which fills the cans.

With a barge beside dock, flexible conveyor can be seen coming through the deck (at rear center) from pump

Skid-mounted Fuller-Kinyon pump in hold receives pre-weighed material. Discharge pipe leads off at the left.



Close-up of weighing equipment shows controls for discharge operations. Richardson scale is behind the panel.



The number of discharges required is set manually on an electric stop counter on the scale. Upon completion of that number of discharges, the scale stops. A special time delay switch between the scale and the pump hopper assures complete scale discharge.

For delivery in bulk, to a bulk transport barge, the counter is again set for the number of discharges of 1000-lbs. each. The scale delivers that quantity and then stops. Mud can thus be conveyed automatically by the pump at rates up to 50 tons an hour for distances up to 250 ft.

In addition to more than doubling out-loading rate, this bulk system also means a tremendous labor-saving—it is essentially a two-man operation. •

CAR REPORT ANALYSIS -

Car No.	Car Type	Units	Weight	Car Hours	Car Hours	Car Hours	Car Hours	Car	Warehouse	Warehouse	Warehouse	Warehouse	Warehouse	Warehouse
020	MBR Statistic Lab	1	29.00	1055	567.63	400	230	0026	0016	0039	0032	0071		
027	"	2	30.76	1190	363.80	400	200	0033	0017	0050	0033	0043		
024	"	2	34.00	1045	365.63	330	145	0020	0010	0030	0020	0050		
034	"	1	28.79	1043	357.63	330	330	0024	0024	0036	0048	0010		
019	"	2	29.26	1046	310.00	300	180	0021	0010	0081	0021	0012		
021	"	2	29.76	1035	367.50	330	100	0035	0006	0053	0013	0066		
020	"	4	31.12	1036	351.96	400	100	0024	0005	0036	0012	0046		
060	"	1	31.79	2026	370.00	630	630	0021	0021	0042	0056	0099		
031	"	2	32.48	1074	397.00	500	230	0028	0014	0042	0054	0076		
019	"	2	29.76	1081	431.13	315	145	0027	0014	0041	0029	0070		
		24												
034	Quaker Oats Co	2	24.20	956	410.00	800	315	0019	0010	0125	0020	0140		
020	"	2	24.75	955	410.00	500	230	0046	0023	0067	0046	0110		
041	"	2	6.57	619	197.50	400	145	0064	0026	0096	0056	0162		
025	"	2	8.19	667	245.00	230	115	0037	0016	0056	0037	0093		
030	"	2	10.53	665	311.95	500	200	0057	0023	0066	0046	0132		
040	"	2	13.34	1059	400.00	430	200	0043	0016	0063	0037	0100		
040	"	2	16.61	621	257.32	500	130	0079	0023	0116	0046	0164		
049	"	2	5.43	807	162.71	400	100	0103	0025	0155	0051	0206		
020	"	2	23.87	1015	371.26	500	130	0058	0024	0139	0088	1221		
120	"	2	16.36	716	325.95	330	145	0046	0024	0173	0148	0121		
020	"	1	13.42	705	270.65	300	300	0042	0042	0063	0082	0140		

From the car report analysis, the company can take figures for revenue, number of units, weights, car unloading time, into warehouse time, and the hundred-weight cost. Information is transcribed from car handling reports

Analyzing warehouse costs

Using a few simple, well-planned forms, a warehouseman can tell by noon of the following day whether his daily operation made a profit or a loss. Costs are pinpointed

WHY DID you add an additional charge for unloading our "D-F" car? This was asked of us by one of our West Coast principals.

He had just sent us his first Damage Free car and had felt he would reduce his costs. He would. But innovations have a way of creating their own smaller cost problems. This was one.

"How can you so readily ascertain that this charge is right?" he asked. Car cost analyses, made on every car arrival, had alerted us. Our car report form showed that it took more time to prepare, unload, and complete a D-F car than a regular car. Observations made us believe that it was taking extra

time. The report proved it. The added cost was not covered in the original negotiations with our shipper. Thus, we charged an extra-services charge.

Modernization had reduced car damages so the shipper could reduce his cost. Cost analysis protected the warehouse operator from a loss in handling revenue.

We wrote to our principal, explaining our ability to ascertain this cost. He checked his own warehouse operation. His own plant had found it to be true. This had alerted him to a hidden cost. He allowed the increase to stand—a specific nominal charge assessed only against a specific expense.

The car handling report (See

Page 42) is a simple one. It is so set up that each employee handling it supplies pertinent facts. The car unloader writes in the car number, account, number of employees, and their starting and finishing time. He also enters its proper distribution. He forwards it to the billing clerk with the completed car papers.

The billing clerk enters the handling-in portion of the revenue earned by that car. It is taken from the invoice. The units and the weight handled are added to the form.

Next stop is bookkeeping. The cost breakdown, into fractions of man hours and cents per unit cost for unloading the car and into the warehouse, is calculated to four decimal points. Combined, they give us the cost of handling. The cost is also converted to a cost per hundredweight.

The arithmetic is finished. The result is transcribed to a cost analysis pad. It is listed by individual principals to allow comparative cost analysis. What good is all

WAREHOUSE COST REPORT								
	W/E _____							
REVENUE	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat.	TOTAL
Storage								
Extra Svcs. (Ofc)								
Drayage								
Handling								
Total								
PAYROLL								
Clerical								
Drayage								
Handling								
Office & Supervisors*								
Total								
Expenses(3840)								
O/T Wages								
Total								
Profit(Loss)								

*Includes two office clerks only.
**Includes all other office and Mgr.

The warehouse cost report, front of which is shown above, tells each day whether or not a profit was made. The "expenses other than wages" are listed on Page 42

DRAYAGE	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat.	TOTAL
Revenue								
Weight								
Rev. Per cwt.								
Labor Dollars								
Truck Rental								
Cost Per cwt.								
HANDLING								
Revenue								
Weight								
Unit								
Rev. Per Unit								
Labor Dollars								
Cost Per Unit								
EXTRA SVCS.								
Revenue								
Labor Dollars								
% of Revenue								

This is the back of the warehouse cost report. It gives a more complete, comprehensive breakdown of labor costs. Certain facts of costs can be isolated for added study

The office transaction report shows the number of units handled into the warehouse and out. Processing of office forms, labeled A, B, C, D, E, are tabulated. Salaries can be divided by the total procedures performed.

By William J. Meehan

General Manager,
Ryder Bonded Warehouse,
Miami, Fla.

this? The car handling report shows what a form can do:

- Tells the story and builds the history.
- Immediate recognition of cost trends.
- Instant appraisal of handling cost to revenue procured.
- Surveillance of operating time.
- Relationship of unit cost to hundredweight cost.

Simplicity Key

Simplicity is the key to a form. Simplicity can be explained. The several employees compiling these figures have been informed of why the form is filled out and its importance to our operation. One should not underestimate the importance of explaining the purpose and the ultimate result in compiling a form of this sort by the employes. Once they know the whys and wherefores, its function becomes just as important to them as it is to management. The amount

(Please Turn Page)

119,849 UNIT COUNT STARTING 3-1										
	Units	Units	Deliv- ery	A	B	C	D	E	Distri- bution	Deliv- ery
	in	in	Units	Tick- ets	In- voices	Re- ceipts	B/L	Corres.	Rev.	Weight
1st of Month	Truck	Car	Out							
March	2	2690	2768	2785	62	15	8	6	0	48.35
	3	490	5095	8036	102	21	9	5	18	15.09
	4	2822	1602	3788	65	15	8	4	14	33.78
	5	1070	3560	3832	65	20	7	9	4	12.35
	6	3485	2400	4368	91	21	9	4	5	.11
Weekly Total	10557	15425	22809	385	202	41	28	41	109.68	88190
	9	1623	3428	2373	70	16	10	5	1	46.80
	10	3228	2875	5031	82	12	6	7	4	23.36
	11	5334	6001	5763	98	21	10	7	10	75.24
	12	150	0	4805	58	6	4	1	31	0
	13	0	1938	3662	68	22	11	3	2	84.21
Weekly Total	10335	14242	21634	376	77	41	23	48	229.61	99134
	16	565	4616	5180	89	19	11	8	5	109.74
	17	200	3960	3640	65	12	10	4	7	6.05
	18	999	4550	4787	84	19	9	4	3	65.78
	19	99	2325	6422	67	8	8	3	8	39.92
	20	2106	7240	5085	86	27	7	9	54	60.83
Weekly Total	3969	22691	25114	391	85	45	28	77	282.32	87587
	23	1119	4090	5039	85	10	12	4	10	89.51
	24	1312	3674	4930	76	14	3	6	12	67.69
	25	405	3029	7018	85	17	13	6	8	62.23
	26	1453	4191	6043	67	12	12	6	4	0
	27	0	2830	2797	59	37	6	3	5	77.12
Weekly Total	4289	17814	25827	372	90	46	25	39	296.55	73292
	30	886	5189	4723	87	21	8	10	5	57.56
	31	1591	3406	3885	86	24	4	8	3	56.24
Total	2477	8595	8608	173	45	12	18	8	113.80	18549
Grand Total	31627	78767	103992	1697	499	185	122	213	1031.96	366752
Total Car & Truck Units Handled	-	110,396								2716
Total All Units Handled	-	214,386								

Analyzing warehouse costs . . .

(Continued from Preceding Page)

of clerical work of each worker involved is so minute that it has not added to the work load. Each employee looking for it, as part of his operation, keeps it moving until it is listed on the analysis pad. Now, pertinent facts combined will project any type of analysis of handling cost we wish.

"Your wage rates in the South are lower than elsewhere in the country, yet your charges are almost comparable!" an account remarked to us. That may be true. But a number of employers do not take into consideration that an employee does not work 100 per cent of his eight-hour day.

Converting the basic wage into a touch labor, or productive hour, we find a new light on our wage. Reducing actual hours to productive hours, we find a 25 per cent time loss. We get just six hours of productive labor. This, then, has raised our \$1.50 per hour for eight hours to \$2.00 per productive hour. This basis is used in costing our handling operations. Wage costs have become relative to other areas as a result of this. Those areas do not recognize productive hours against regular hours. That "coffee break" is expensive, isn't it?

Car Analysis

Information taken from our car handling report and transcribed to the car report analysis form allows us to:

- Analyze cost by unit or hundredweight.
- Compare handling revenues.
- Analyze weights against units.
- Average out all columns.
- Average out various cars of one customer.
- Study handling of bulk units against small lot units.
- See cost in relation to rates quoted.

From the car handling report one can take the factors—revenue, number of units, weights, car unloading time, into warehouse time, or hundredweight cost—and segregate each one into its own analyses or a comparative analyses. We took case units weighing 10, 20, 30, and 40 lb. We arrived at an average

handling cost for each one, both by unit cost and hundredweight cost. We took 100 lb bags of sugar, salt, and starch and ran comparative analyses on these. We went a step further on both of these. We combined all the case weights to arrive at one cost for handling the average. We also did this on the hundred pound sacks. This knowledge allows us to quote rates predicated on known costs. The possibilities are unlimited. A plant warehouse manager could make the same analyses on all sizes coming from production lines into the rail cars. In fact, he should.

Another sidelight of the car report analysis was that we were able to find a goal unit count per man hour at a good unit cost. Taking these goal figures, we analyze the inbound car movement daily. We estimate how many cars can be handled before demurrage accrues. An average demurrage agreement also helps. The question, "Do we, or don't we, need extra labor?" is answered immediately.

Finding Cost Answer

The inter-relationship of these forms will tell management what it wants to know. A "seat of the pants" operator can easily be confused by current trends and future trends in warehousing unless he knows the cost answer. The use of these simple basic forms gives an accurate daily report. One can work from one, through another, unto the third to project various simple analyses.

Money is an object. Money is also a constant subject with management when discussing labor costs and other expenses. Therefore a very important form, a daily diary, is our next step. The warehouse cost report will tell us each day whether we made a profit or not. All types of revenue are listed; various payrolls are listed, and a prorated share of expenses other than wages, also are listed. Expenses other than wages has been arrived at from a study of actual expenses over a period of years. We arrive at a monthly figure. (See list on Page 42.) This is then

CAR HANDLING REPORT	
Car No.	Acct.
Units	Weight
(<input type="checkbox"/>) Storage	(<input type="checkbox"/>) Distribution
Unloading Car	Finish
Start _____	
Man Hours _____	
(<input type="checkbox"/>) Truck	
(<input type="checkbox"/>) Car to pile	
Finish _____	
Start _____	
Man Hours _____	
Total Man Hours _____	
Handling Charge _____	
Cost Percent:	
Unload:	In Whee.
Man Hours per unit: _____	
Cost Per Unit: _____	
Total Cost per Unit: _____ Per Qtr. _____	

Each employee adds pertinent facts to the car handling report. Car unloader starts it. Others receiving it are billing clerk and bookkeeper

broken down into a daily figure by dividing it by the number of working days, including paid holidays, in a month.

Warehouse storage revenue is billed the first of the month for goods on hand, along with accrued extra services (accessorial charges). These two totals are divided, like expenses other than wages. The resultant total is prorated to the number of days in the month. Additional new storage revenue and extra services revenue is added to that prorated figure each day. Drayage and handling revenues are added in for the day on which they accrue.

Reverse Side

Payroll is an obvious fact. But the breakdown will isolate certain facts of cost exactly where you want them. The reverse side of the form shows a more complete and comprehensive breakdown of labor costs.

To the expenses other than wages daily figure, we add a precautionary addition. Ten per cent of the daily revenue is added to this expense factor to allow for any increased expenses created by unusual activity. This allows for any costs not forecast. It furnishes a cushion in case the cost occurs.

One can ascertain immediately whether a profit or loss has re-

sulted in the daily operation. Payroll and expenses other than wages are added. Then the combined total is subtracted from revenues above. These figures are compiled prior to noon of the following day.

More Information

Management wishes more information. We reverse the form. Here we see that drayage shows the actual revenue received from the weight handled. The revenue per hundredweight is found. The truck costs and labor costs are added together and divided by the weight, indicating the cost per hundredweight. There is your picture—an immediate visual fact.

Trucks are leased and daily costs are known as the lease rate is the cost per week plus mileage. No hidden costs here. Leasing has become inexpensive as a result. Handling of goods follows the delivery pattern in its breakdown of costs with one exception. Here we use a unit handling cost factor because our revenue results from a unit charge. Here then are the factors for you to isolate certain costs to particular revenues so you may see where you are going.

Another division of revenue comes from extra services, or accessorial service charges, which

accrue over and above the regular handling and storage revenues. These are produced in the office by two clerks. Therefore, their salaries are prorated against this revenue. This gives us the cost per cent. The variance being the profit in an office operation.

Now a pattern of cost control is forming where most leaks occur—labor handling. Trends are noted at once. Soaring costs in any one operation will show up at once. If this trend is noted in the beginning of the month, an effort is expended to produce revenues before the end of the month. One does not have to wait for a month-end profit-and-loss statement to know what is happening. It can be produced daily. The jolt of a loss pattern will activate more sales effort; a review of labor; or a reduction of fixed costs such as maintenance. In reverse, excess profits alerts one to space allotments; need for extra labor or clerical help; or the increase of new services through more efficient material handling or office equipment. The need for new equipment expense is proved and accepted prior to the expenditure through this knowledge.

We find that our study of the warehouse cost report gives us:

- A daily knowledge of revenue and expense ratio.
- Control of payrolls.
- Breakdown on important labor costs.
- Relationship of specific labor costs to specific revenues.
- The ability to encompass all expenses into a daily factor.

The accumulation of certain facts, although related, will indicate a further refinement of some of those facts. Another history building form is our office transaction report. This form is so set up that five minutes of one clerk's time daily will produce the report from which many further analyses can be made.

This report shows the number of units handled into the warehouse, whether by rail car or truck. And, it shows the number of units outbound via car or truck. At the top of the form we show the carryover units from the preceding month. By adding the inbound units to this total and subtracting the outbound units, we know daily the number of units on hand.

Handling in and out charges are billed at one time which leaves a debit against the future handling out cost. We can readily

(Please Turn to Page 70)

Formula for Converting Withdrawal Charge To Hundredweight Charge

Total number of withdrawals made will (office transaction page)
Produce total number of units withdrawn which (office transaction)
Divided by number of withdrawals will
Produce average number of units per withdrawal, now

From car analysis report procure average weight per unit, then
Multiply average weight per unit by average number of
units withdrawn this will
Produce total hundredweight per average withdrawal.

Divide .25¢ withdrawal charge by this hundredweight.
Result will be charge per withdrawal per hundredweight.

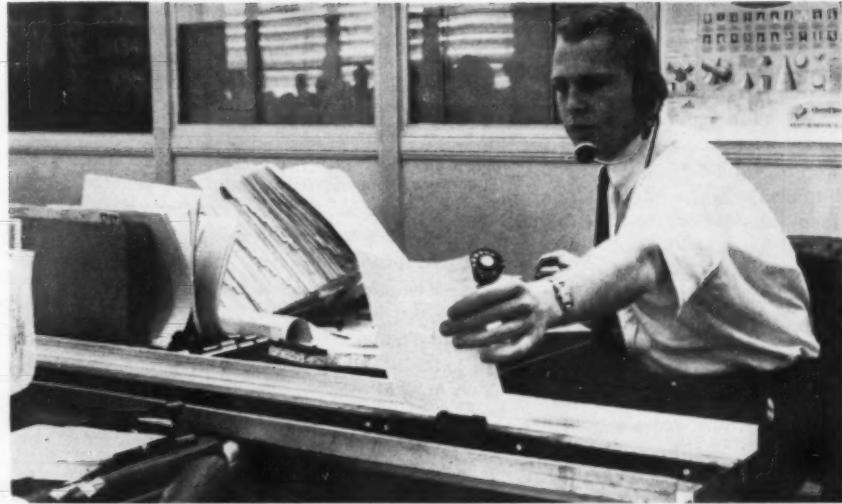
Example: 500 withdrawals totalling 90,000 units
 $90,000 \div 500 = 180$ (average units withdrawn)
(average weight per unit was shown to be 23 lb)
 $180 \times 23 = 4140$ lb or 41 cwt
 $.25¢ \div 41 = .006¢$ per cwt per withdrawal.

Expenses Other Than Wages

- Employes Benefit FICA Taxes
- Group Insurance
- Workmen's Compensation Insurance
- Travel Transportation, Hoteling
- Supplies Office—Warehouse
- Telephone—Telegraph
- Postage—Meter Charge
- Light—Water
- Maintenance Warehouse—Office
- Depreciation Building and Equipment
- Real Estate Tax
- Personal Property Tax
- Insurance Building
- Mortgage and Amortization
- Interest on Real Estate
- License
- Dues—Subscriptions
- Bad Debt Reserve
- Administrative Overhead
- Donations
- Claims
- Advertising
- Sales Expense

Getting ready for the

By Lawrence T. Zagar
Manager, Profit Investment
Department,
Ducommun Metals and Supply
Co.,
Los Angeles, California



An incoming order, written on a scratch sheet, is placed in the conveyor which will take it to the editing and credit desk. Scratch sheet is of same format as order pack

You'll find many ways to cut expensive and wasteful corners when you lay the groundwork for your electronic computer

FOR many companies growth brings with it rising operating costs and pyramiding paperwork.

Ducommun Metals and Supply Co. faced such growing pains. As the company desired to continue expansion, consideration was given to methods for stemming this paper tide and for reducing unit processing costs. More rapid and economical systems for processing data would have to be found. An electronic computer appeared to be a long-range solution.

Very early in a study of electronic computers, we discovered that our ultimate benefits would increase in varied proportions to the work accomplished internally to prepare ourselves for the use of such equipment. In fact, we were soon aware, that no other course was possible. An internal clean-up plus simplification of procedures and a strengthening of controls were mandatory. Furthermore, it was essential to define clearly for ourselves the programs that we

would demand of any electronic equipment. Then specifications for the computer could be set up.

This planned clean-up has been progressing satisfactorily for several years. But we have not installed a computer. However, based on present results, we do feel that there is one in our immediate future. Ducommun Metals and Supply Co. is an industrial merchandising company. Operating at an annual rate of sales of about \$60,000,000, the company through its several operating units, serves industry in the 12 western states. General manufacturing industries and the aviation industry account for almost 75 percent of the company's sales. During the past 30 years, Ducommun has served principally as a distributor for prime producers—or as a department store to industry selling about 60,000 items to about 20,000 customers.

The items of inventory handled can be grouped into three definite product categories:

1. Raw materials; chiefly carbon and stainless steel, aluminum, brass and copper.
2. Production items; such as bolts, screws valves and fittings.
3. Tools; including hand tools, precision tools, small power tools, die sets and parts, and a wide range of such perishable items as drills, cutting and threading devices and abrasives.

In addition, the company offers a number of special

computer



Zipset order-invoice forms by Standard Register Co. are numbered in continuing sequence and microfilmed on the machine at rear. It acts as a permanent, compact ledger

services such as precision torch-cutting, surface grinding, shearing, slitting, abrasive wheel modification, and die set assembly.

The Los Angeles Division is our largest operating unit. During a normal workday, it processes in excess of 2500 orders. It was in this area that the company started its move toward the computer field. A complete survey was made of all existing systems and procedures. Organizationally, this effort fell to the Profit Improvement Department. Consisting of the Industrial Engineering, Methods and Procedures, Cost Accounting, and Special Project Sections, it is a corporate internal management consulting group.

The Methods and Procedures Section is concerned with integrated paper handling and paper flow and is dedicated to the development of systems and equipment consistent with long-range standardization and electronic data processing also. Its manager and his assistant, a systems analyst, were charged with specific leadership in the installation of a combined order-invoice procedure—an improvement suggested by the computer feasibility study. Aiding them in this endeavor were the manager of special projects, who is responsible for forms design and forms control, and outside commercial paperwork simplification experts.

The study of procedures gave birth to the com-
(Please turn to page 76)



While the warehouse is processing tooling orders, the inventory records are being brought up to date. Inventories for metals are recorded on punched cards. Boosts output



Warehousemen pick orders, placing forms into containers with merchandise. Completed orders are placed onto the conveyor which carries them on to the packing stations

One copy of the same form provides packing list and shipping label. Another section of form provides shipping copy, delivery receipt. Figures are entered in proper places



Pneumatic tube system has cut order filling from 30 to 5 min.

Spiral chute saves \$39,000 for five-floor building

A spiral chute and pneumatic tube system make good use of the empty elevator shaft at this paper company whose orders go up, costs go down



ONE CERTAIN way of increasing profits in today's highly competitive markets is through reduced operating costs.

A Southern paper company uses this method in the form of a spiral chute installed in an existing elevator shaft along with a pneumatic tube system for quick dispatch of orders and documents.

The Tayloe Paper Co., Memphis, Tenn., discovered that apart from the supplemental benefits of increased warehouse efficiency and improved handling of will-call and waiting orders, the chute's inherent economy along with its freedom from maintenance could produce monthly savings estimated at \$555.

Man-Hours

Before the chute was installed it was necessary for a man to work full time on a freight elevator loading four-wheel trucks on which orders were carried from various floors to the first floor shipping department. Also, he had to deliver empty trucks from the shipping department to upper floors.

This cost three productive man-hours daily on each of three floors because the packers had to assist the elevator operator in handling the trucks. In addition to these nine manhours lost each day, another man spent time delivering order slips from the office. This tied up two elevators almost all of the time. Remaining time was used for delivering wait and will-call orders.

By installing the chute in one elevator shaft, money was saved. The chute can out-perform a single elevator in volume of merchandise delivered to the shipping department per hour. There is never any delay while waiting for the car.

Packages are shoved into the chute openings, and move down to the shipping department within a maximum of eight seconds, even from the fifth floor.

Once the chute is installed, there is no continuing expense to operate it, as there is with an elevator, since gravity does all the work. By reassigning the former elevator operator to productive work, the company is, in effect, saving the \$230 per month he

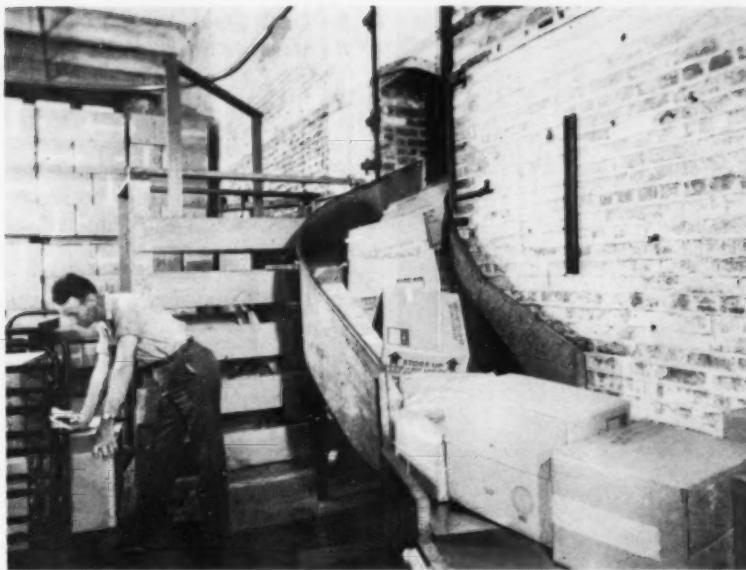
costs us. Operating expense, including maintenance and power cost for the one elevator no longer used (it is still there—just parked in the basement) amounted to another \$100 monthly.

Savings Accrued

Nine man hours per day at \$1.25 per man hour equals \$11.25 per day or monthly saving of	\$225.00
Savings in elevator operator, monthly	230.00
Savings in elevator operation and maintenance	100.00
Monthly, out-of-pocket savings	\$555.00
Five year savings	\$33,300.00
Without the chute and pneumatic tube system 60 trucks would have been required, based on 20 per cent increase in business, cost	\$6,000.00
Total Savings	\$39,300.00

The elimination of the nine wasted man-hours daily that the packers spend delivering freight to the shipping department amounts to an additional saving of \$225 monthly, on the basis of \$11.25 per day. Thus, the out-of-hand saving of \$555 monthly is just the beginning.

The chute was designed to fit in an already existing elevator shaft and required no cutting or patching of holes in the various



Freight man receives orders via chute, puts them on proper cart for delivery to adjoining dock

floors. A special feature of the chute openings is their compactness. It permits them to fit behind the existing elevator fire doors; thus saving the cost of installing separate interfloor fire doors.

The chute has cut the operating demand for four-wheel float trucks by at least 30 per cent, because we never have to move empties up—only down. Naturally, as their use goes down, so do maintenance costs.

Our business volume has expanded by at least 20 per cent in the five years we have had our conveyor system, so that without it, at least 60 more trucks added to an existing fleet of 250, would be needed. At \$100 each, that would represent an additional investment of \$6000.

Waiting Time Reduced

An intangible but nevertheless valuable factor is the increased customer goodwill created, now that a wait order can be filled within five minutes, instead of the 30 to 45 minutes it used to take. Thus, the customer's waiting time, always an annoyance, is cut to less than one-sixth of what it used to be.



Fifth floor manager sends message through tubes while helper fills new orders from merchandise bins



Close-up of fourth floor chute shows additional entrance ways as well as pneumatic tube line



Top of chute is visible at right. Message is placed in tube while another arrives in the drop box

seconds is required to transmit an order from the central station to the farthest point (fifth floor).

No Maintenance

Throughout the five years, the chute has incurred virtually no maintenance costs at all, aside from occasional polishing during wet weather to keep the surface slick so that the smaller packages will flow freely. Maintenance requirements for the pneumatic tube system have been strictly nominal, involving no more than replacement of worn belts on the vacuum motor and a few broken carrier cylinders.

At an installed cost of \$4017 for the spiral chute and \$2464 for the pneumatic tube system, it is obvious that the combination paid for itself within the first year we used it, just in operating savings alone. •



By D. O. Haynes
DA Materials Handling Consultant

Mechanical sweepers, similar to this Wayne Manufacturing Co. model, are made in many sizes. They range from "walkies" to big "riders" for yards

**Maintaining
Resurfacing
Repairing**

Warehouse floors

**Old floors can be made serviceable and safe
for modern materials handling equipment.
Badly worn floor surfaces can be improved**

FLOORS represent invested money. This in itself is reason enough to keep them in good condition. However, safety and esthetic purposes gain from well kept floors.

Of course, there are many different kinds of industrial floorings. Here we shall confine our attention in the main to those that are strictly utilitarian. These are made of wood, asphalt mastic, and concrete. They serve as running surfaces for warehouses, loading docks, and yards.

New Buildings

Today, there is little or no excuse for poorly constructed floors in new buildings. Technical infor-

mation is available to architects and contractors on the proper materials and methods to provide surfaces which will meet present industrial demands.

Most trouble comes from floors which were laid before powered mobile equipment took over. Greater and more concentrated weights have subjected these old floors to stresses for which they were not designed. Fortunately, however, means have now been developed for resurfacing old floorings so that they can be made serviceable and safe for modern equipment.

Worn Wooden Floors

Even with hand trucking, wooden floors show signs of wear. Damage has been reduced by rubber and plastic tires. But even so, many kinds of pallet trucks have wheels of small diameter and narrow faces. These will damage any floor.

When a wooden floor is worn, several steps can be taken. If the damage is not too great, it can be sanded down. Thus it becomes new flooring. Such a floor can be given extra life by treating it with a filler. However, there comes a time for more drastic measures.

Steel plates can be laid over the bad areas. Thin

plates, however, may curl and cause trouble. If plates are used, they should be laid carefully. Adjoining edges should butt against each other. Beveling of exposed edges will cut jolting.

But at best, plates are unsatisfactory. There are better means for fixing wooden floors. One of these is resurfacing. Many mixtures have been developed which can be laid quickly and easily on old floors. If instructions are followed, a good job can be done. Your own maintenance men, even though they have no experience, can do the work.

A word of caution. All makers of these materials stress the importance of having a subflooring that is rigid and sound. When covered boards bend under pressure, cracks develop. The boards may not even be in direct contact with the running gear of trucks.

Asphalt Mastic Floors

Asphalt Mastic mixes are used for new floors, resurfacing, and patching. Some of these mixes must be sealed against grease when used in warehouses for oil or dairy products. Other special mastic preparations resist water, oil, gasoline, alcohol, grease, dilute acids, and alkalies.

Laid over concrete, wood, metal, brick, stone or any firm base, a cold-laid asphalt mastic floor provides a tough and durable surfacing. It is comfortable under foot. And still it resists severe impact and carries traffic under heavy loads. It can be used to patch concrete. Chipping, squaring of edges, or extensive preparatory cleaning are not needed. Directions say that it can be troweled on any shape or size of patch, regardless of depth. It may be feather-edged to meet the adjacent floor level. The patch will set overnight.

For repairing outdoor running surfaces special asphalt emulsions are added. These produce a tighter mastic which repels water. Preparations of this kind require slow drying.

Concrete Floorings

Concrete is made by mixing cement and aggregates with water. The proportions of ingredients and hardness, size and shape of the aggregates vary. Research has produced formulae to meet most specific operating conditions. The Portland Cement Association has issued a booklet—"Concrete Floor Finishes"—which gives detailed information on new floors, resurfacing, and repairing.

The Association describes two resurfacing methods for concrete floors damaged by today's heavier traffic demands. One is to lay the new floor on a properly prepared old surface. This raises the working level. The second is to chip down the old surface. Thus the new one will be at old level.

In using concrete, proper preparatory work is essential. Figure 1 shows the steps to follow in crack repair.

Dusting has been called the most troublesome of floor diseases. "Concrete Floor Finishes" points out the cause. Almost invariably it is due to failure to follow the rules for making, curing, and finishing concrete. Fortunately you do not have to put up with it. Applications of certain materials assist in hard-

(Please Turn Page)

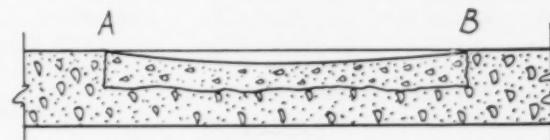
Figure 1



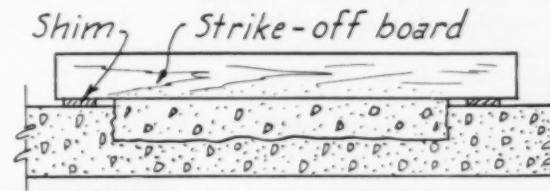
INCORRECTLY INSTALLED PATCH—Patches installed with feathered edges will soon break down under trucking.



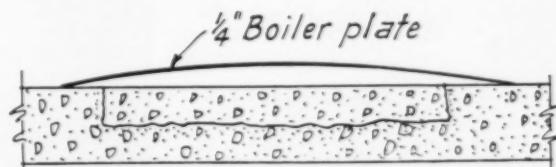
CORRECTLY INSTALLED FLOOR PATCH—The chipped-out area should be at least 1 in. in depth with the edges perpendicular.



RESULTS OF INCORRECT SCREEDING OF PATCH—When a patch is originally struck off to the level of the floor, the concrete will sag in the center, due to the fact that the straightedge has a tendency to cut off slightly below its lower edge and to the fact that the concrete shrinks during hardening. Additional concrete placed in the concave area will soon chip out under traffic.



CORRECT METHOD OF SCREEDING PATCH—The strike-off board is held slightly above the level of the floor by strips or shims laid the length of the patch on two sides. For large patches the thickness of these strips will be greater than for small patches. The concrete is allowed to rest for 1 to 2 hours. This allows the concrete to attain some of its initial shrinkage before being troweled to its final plane and will result in a uniformly level surface, plane with the rest of the floor.



PROTECTION OF PATCHES—Patches should be kept continuously wet and protected from traffic during the curing period. An economical method of protection consists in using a piece of $\frac{1}{4}$ -in. steel sheeting bent as shown and placed over the patch to take traffic during the curing and hardening period.

—From "Concrete Fls or Finishes,"
by the Portland Cement Association

Warehouse floors . . .

(Continued from Preceding Page)

ening and binding the surface. Among those for which use instructions are given are magnesium fluosilicate, zinc fluosilicate, sodium silicate, aluminum sulphate, zinc sulphate, chinawood and linseed oil, and various gums, resins, and paraffins. Sometimes it is advisable to paint the surface after an anti-dusting treatment.

In addition to "standard" mixtures, there are many special ready-mixes. These provide surfaces with special characteristics such as increased friction. There also are available anti-slip strips (Figure 2). Laid on any kind of floor, they improve traction. Ramps, stair treads, wet areas can all be made safer by these strips.

Some readers may have trouble with unpaved roads and similar areas. The Calcium Chloride Institute has issued instructions on dustlaying with calcium chloride. Flakes of this chemical are spread by hand or by mechanical spreaders. An initial application of from 1 to 1½ lb per square yard is recommended. The surface is then moistened. Then lighter applications are made as needed. This is a relatively simple and easy way to bind surface materials together.

Routine Floor Care

Patching and resurfacing are done as the need arises. But as in equipment upkeep, there is a preventive maintenance aspect of floor care.

This phase of floor keeping is largely a matter of routine attention. It should be carefully studied and organized for efficiency.

Planned Maintenance

Because of variables there are no set maintenance rules. The cleaning materials and equipment to use depend on the areas to be maintained, the type of the floor, and the kinds of dirt. For example, Figure 3 shows that most decorative floorings are waxed and buffed. Some of them are washed.

Others are mopped and scrubbed. The proper cleaning materials must be selected when degreasing is called for or stubborn soil is to be removed.

In contrast wooden, asphalt mastic, and concrete floors in working areas are not maintained for beauty's sake. Upkeep is to make them safe. In general, the problems involved are spillages and the removal of loose particles. The latter may be powdery products, chips of metal, or slivers of wood which not only impede traffic but which may become imbedded in tires or the floor surface.

Which Way

Whether floor maintenance should be done manually or by machines is an economic question. The figures shown in Figure 4 resulted from intensive studies of maintenance activities under various conditions. They should be helpful in checking on present or proposed methods.

Most companies with large areas of decorative flooring usually use rotating machines. By means of

changeable pads and brushes, they strip, scrub, and polish.

Sweeper

On the other hand, for maintaining industrial floors—wooden, asphalt mastic and concrete—the sweeper is most widely used machine. Models are offered for almost any requirement. There are hand-propelled types. Others are powered electrically or by gasoline.

Some machines are more sophisticated. You use them for wet scrubbing. But they also have a vacuum pickup. Others even have a vacuum hose attachment for cleaning shelves and other hard-to-reach spots.

Incidentally, if your sweeper does not have such an attachment, both dry and wet vacuum cleaners are available for industrial applications. These are helpful in cleaning out spillages between pallets and similar usually inaccessible locations.

Most well-filled wooden floors can be kept in good condition by sweeping. Sticky spillages can be removed by scrubbing with soap suds or a detergent. Inflammable solvents, such as gasoline or naphtha, should be avoided because of the fire hazard.

Fig. 2: Non-slip strips and slabs provide safe footing for workers and efficient traction for your mechanical materials handling equipment



Only specially treated asphalt mastic floors should be cleaned with solvent materials. Such materials should not be used to impregnate sawdust for sweeping operations. The best practice is to ask the advice of the flooring manufacturer or the maker of cleaning preparations.

Periodic Cleaning

The Portland Cement Association advises that periodic cleaning of concrete floors is essential. Grit and dirt when subjected to considerable traffic will be ground into the finish. Wear will be accelerated. Warm soapy water and stiff brushes should be used to remove milk, syrup, fruit juices, brines, fats, and oils. After a thorough scrubbing, as frequently as once a day, the floor should be mopped clean.

Plan Work

With new surfaces, effective cleaning agents, and improved machines, the upkeep of running surfaces in warehouses and yards has been greatly simplified. Work, however, must be well planned. A scheduled floor maintenance program will make any building a safer place for men and machines.

These two pieces of equipment scrub floor then vacuum away the moisture



Figure 3: RECOMMENDED USAGE OF CLEANING MATERIALS

(Source: "Planning Your Floor Maintenance Program" Finnell System, Inc., Elkhart, Indiana)

Type of Surface	Materials					
	Soaps	Synthetic Cleaner	Alkaline Cleaner	Abrasive Cleaner	Solvent Emulsion	Acid Cleaner
Asphalt	10	10	11			
Asphalt Tile	12	3	13			
Ceramic Tile	4	4	4	8		14
Concrete	4	4	4	9	15	
Cork Tile	12	3				
Linoleum	12	3	12			
Marble	5	4	9			
Oxychloride	4	4				
Red Quarry Tile	4	4	4	9		14
Rubber Tile	12	3	13			
Sealed Wood	12	3				
Terrazzo	5	5		9		
Tavertine			4			
Vinyl	12	3	12			

KEY TO USAGE

ROUTINE CLEANING	PERIODIC USE	12. Remove wax or resin finishes
1. Washing	6. Fine abrasive	13. Remove heavy wax accumulations
2. Damp sweeping - properly buffered compounds only	7. Remove stubborn soil	14. Heavy accumulations—dilute acid detergent
3. Light Mopping	8. Soil removers	15. Petroleum
4. Mopping, scrubbing	9. Light duty degreaser	
5. Mopping, scrubbing or washing—good rinse required	10. Degreaser	
	11. Degreaser	

Figure 4: CLEANING TIMES APPROXIMATIONS

(Source: "Planning Your Floor Maintenance Program" Finnell System, Inc., Elkhart, Indiana)

Operation	Time in Minutes per 1,000 sq ft			
	Unobstructed Areas	Slightly Obstructed Areas	Obstructed Areas	Heavily Obstructed Areas
Sweeping	9	10	12	16
Dust mopping	7	9	12	16
Damp mopping or damp sweeping	16	23	27	32
Wet mopping and rinsing	35	45	50	55
Machine scrubbing with 18" machine	26	36	41	46
Machine buffing with 18" machine	16	26	31	36
Wet vacuum pick up	20	27	31	35
Dry vacuum pick up	14	17	19	23
Stripping and waxing	100	120	140	150

Four-deep racks save space.

HIGHER efficiency and considerable space savings have been accomplished in this new East Hartford, Conn., plant warehouse through the use of a four-deep rack system for storage in a portion of the building.

The system was devised by a Fuller Brush Co. administrative assistant along with the warehouse superintendent and industrial truck engineers. The plan is believed to be one of the first of its type in the country. It is credited with saving Fuller 880 sq ft or 13,200 sq ft of cubic storage area.

Cantilever Racks

Two sections of the cantilever type racks, each capable of holding four pallets across their 16 ft depth, run a length of 110 ft down the side of a portion of the warehouse. The racks are serviced from aisles on the outer edges and an 8 ft center aisle. For con-

venience, there is a cross aisle halfway down the length of the two sections.

Merchandise stored in this area is governed by two factors. The first is 50 per cent selectivity—the normal availability of at least two pallet loads of a particular product at any given time. Also a determining factor for the selection of four deep rack storage is the crushing strength of product and containers which determines the use of racks or floor stack storage for material on hand in multi-pallet quantities.

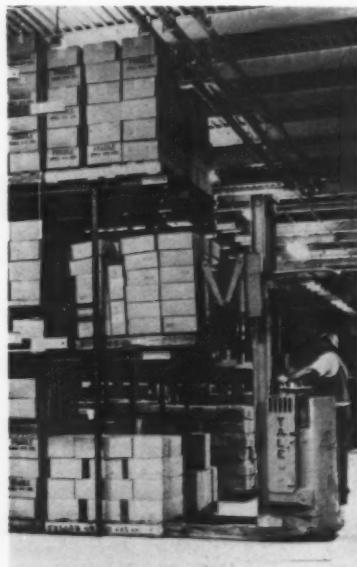
Handling in the rack system is

accomplished by two, 2000 lb capacity electric, narrow-aisle lift trucks.

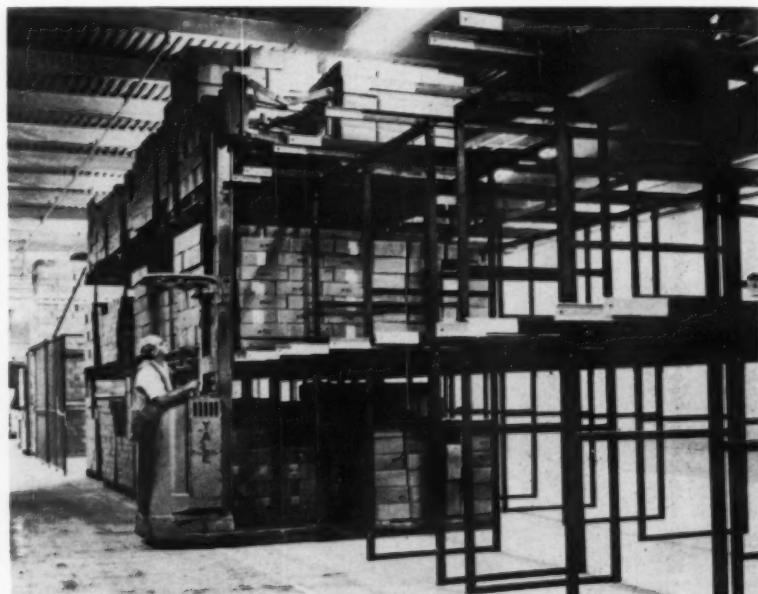
In handling pallet loads on the outer edges of the rack system, the lift trucks operate in the fashion of normal narrow aisle, extending, electric fork trucks. When placing or removing the inner, "deep" load, the machines move between two cantilever rack protrusions a distance of about 20 in. Then they extend their forks and carriage hydraulically to handle the load.

The racks are three high. This permits maximum use of air

Truck operates as standard extending fork lift for outer rack jobs



When loads are picked up from the interior deep position on racks, Yale Warehouser is employed



time

rights in the 17 ft high building. Aisle width was set at 8 ft to permit two-way traffic in the area with complete safety. Fuller Brush uses both 40 and 42 in. pallets in its new warehouse. The lift trucks used permit this difference in load width. Loads weigh anywhere from 400 to 2000 lb and comprise a vast diversity of cartoned products.

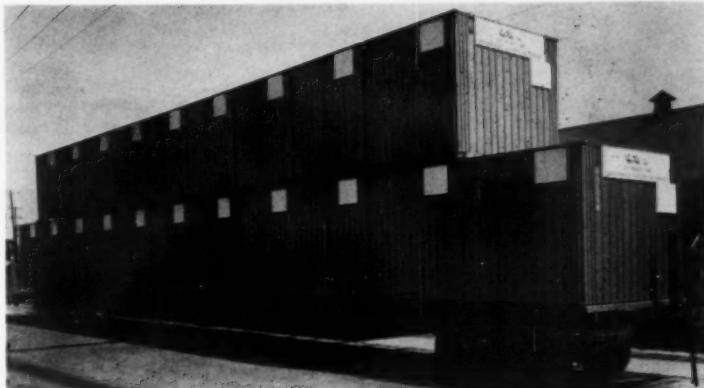
Merchandise Turnover

Merchandise in this rack area turns over every two to three months. The lift trucks are 24 volt models and are kept operating almost constantly through five eight-hour shifts each week. Replacing the Fuller Brush system with conventional, two-deep, back-to-back racks would have required one additional aisle and 880 more sq ft of storage space to accomplish the 856 pallet capacity.

The planners chose the four-deep rack arrangement over drive-through racks because of the simpler, more economical construction required and the desire to eliminate the necessity of operators driving through tightly confined passages.

Its desire to improve and eliminate costs from the materials handling operation was one of the key factors that dictated the Fuller Brush Co. to move into its new facility. The original portion of the company's former headquarters in Hartford was a multi-story structure with inherent handling problems. Behind this building was a newer warehouse area which, by virtue of being constructed as business demanded, was sectionalized and did not lend itself to truly efficient handling of product classifications.

A product was handled primarily on skid platforms in the former building, whereas the new structure is a completely palletized operation. •



Household goods traveled safely in Champion containers during the test move. The double tier of containers are mounted on a spring-rail device

Two-Tier container in HHG coast-to-coast shipment

Twenty containers of 2000 lb each trekked a coast-to-coast path in this containerized HHG shipment, predicts new savings in damages and dollars for you

CONTAINERIZED shipment of household goods passed another milestone recently when a two-tier car was delivered for the first transcontinental direct move on a regular schedule.

Twenty Containers

Rolling out of Washington, D. C., the shipment was made up of 20 containers. Each held a payload of 2000 lb of military household goods. The design, manufacture, and advanced test patterns of the first containerized car were handled by Champion Co. For the tests, a Clejan 80-ft rail car built by General American Transportation Corp., was used.

The double tier of containers was mounted with the help of a

special spring and rail arrangement for shock absorption. On an 8 mph impact test, only 2 Gs were recorded—a 75 per cent reduction in shock load.

Practicable

Containerized shipment of furniture and household goods for long distance moves may be one of the most practicable immediate applications of this new concept of container shipping. Instead of being handled four or more times in transit with resultant losses, the goods are packed in the container at the source and unpacked at destination.

The conversion of the GATX car for two tiers of containers results in greater savings and provides improved protection. •

A quick review of basic warehouse law

An understanding of basic warehouse law will permit the reader to answer many simple questions

By Leo T. Parker
Legal Consultant

MUCH of my mail from DA readers has to do with legal liability of goods in storage. Some submit complex legal problems. But many show a lack of complete understanding of basic warehouse law. It would appear timely, therefore, to review the major principles.

It seems that the greatest and most frequent problem has to do with loss and damage. Broadly, a warehouseman is required by law to provide "ordinary" care to safeguard stored merchandise.

First, it is important to know that some modern high courts have held that a warehouseman is liable for loss, destruction, or injury to stored goods caused by his failure to exercise the same or higher degree of care as a reasonably careful owner of similar goods. Other courts have held that the basis of ordinary care, required by warehousemen, is the degree of care that would have been used under the identical circumstances by other experienced and reasonably careful and prudent warehousemen.

Actually, the final outcome of suits of this nature does not depend entirely upon which definition the court employs. The warehouseman is liable if his negligence caused loss or damage to stored goods. This law, of course, is different from the degree of care required of common carriers who are liable for practically all losses,

whether or not occasioned by their negligence.

Lawful Proof

A controversy has existed whether—to be awarded a favorable verdict—the owner of lost, destroyed or damaged goods must prove that the warehouseman, or his employes, was negligent. Here is the law. First, the bailor, or owner of the stored goods, must prove that the warehouseman took possession of his goods. Second, he must prove that upon demand the warehouseman failed to deliver the goods. Third, it then becomes incumbent upon the warehouseman to go forward with proofs not necessarily showing that he used ordinary care in safeguarding the goods, but merely showing by clear and satisfactory proof that the goods were lost, and the manner they were lost. When the warehouseman has furnished such proofs, the owner of the goods must prove negligence on the warehouseman's part. Otherwise, the warehouseman is not liable. Any verdict rendered by a jury contrary to these explained rules of law will be reversed by a higher court. See the leading case of *W— v. N— B— S— Co.*, 23 Atl. (2nd) 79.

Law of Speculative Damages

When stored goods are lost, destroyed, or damaged as a result

of negligence by the warehouseman, the owner of the goods must prove with reasonable certainty the exact amount of his financial loss. Otherwise he will not be awarded a favorable verdict. In other words, uncertain, contingent, or speculation damages cannot be assessed against a warehouseman.

For example, in *G— & Co., Inc., v. P—*, 27 A. (2d) 394, it was shown the bailor sued on a storage contract to recover for merchandise destroyed by fire. After considering all presented testimony the lower court was unable to fix the value of the merchandise. It held the warehouseman liable for two-thirds of the assumed value of the goods. The higher court reversed the verdict, and said:

"Mere speculation, conjecture, or surmise will not suffice. Sufficient facts must appear so that they, or reasonable inferences from them, will establish proof of the damages by reasonable certainty."

The higher courts consistently hold that the term "warehouseman" means a person lawfully engaged in the business of storing goods for profit. Moreover, warehouse receipts are invalid which are issued by a person or corporation not actually engaged in the lawful warehouse business.

For example, see *C— v. J—*,

150 S. W. (2d) 922. It was shown that a manufacturing corporation needed a considerable amount of additional funds to continue the operation of its business. Its directors passed a resolution whereby it was agreed to place certain goods in the custody of its book-keeper, one E. D. S.—, as "warehouseman." The directors then built a wire partition, cutting off a room from the other part of the building. Merchandise was stored therein. S— issued warehouse receipts for this merchandise.

In holding these warehouse receipts invalid the court said:

"To uphold such a scheme would permit every merchant in the state to have possession of large stocks, thereby inducing credit, and to cover them with secret liens. It would, in effect, permit such merchant to pledge his entire stock without change of possession, without record of it, and without notice to the world."

Law of Separate Rooms

Although the warehouseman proves that the owner of goods has possession of the keys to a separate room in which his goods are stored, the warehouseman is not relieved from his normal legal duties. The exception to this is when testimony proves conclusively that the warehouseman had absolutely no control over the room or its immediate vicinity.

For example, in *Z— v. V—*, 23 Atl. (2nd) 529, the testimony showed that the owner of merchandise requested that his goods be stored in a separate room. He held the keys.

After several months he discovered that the goods had been damaged by rats. He sued. The higher court held the warehouseman liable.

It said, "If goods are stored in a warehouse, the fact that the goods are placed in a separate room and that the bailor is allowed the key to the room does not necessarily make the relation that of landlord and tenant...."

For comparison, see *P— v. W— Co.*, 53 Wash. 155. Here a company rented a cold storage room in a warehouse to be used for storing merchandise. The com-

(Please Turn to Page 73)

The basis for warehouse accessorial charges

By Jay Weil, Jr., President

Gulf Shipside Storage Corp., New Orleans, La.

and

President, Southeastern Warehousemen and Movers' Association, Inc.



As a result of hearing a panel discussion on accessorial services at our association's recent annual meeting, the editor of *DISTRIBUTION AGE* submitted three questions on matters not covered by the agenda. Because there is some confusion about the subject, we are happy to provide the answers.

Q: "In negotiations for storage space and services, two and sometimes three types of charges are mentioned. The two most common are: Storage and handling charges. The third charge is referred to as 'Accessorial.' Will you please explain the difference between handling and accessorial charges?"

A: When a firm seeks warehouse services, we learn at once what type of goods are to be stored. By their nature, we know from experience about how much space they will require. We also know about their basic handling needs.

If the product and its handling does not present any special problems, warehousemen usually confine their quotations to storage and handling charges. The storage fee quoted covers only the actual use of space in the warehouse.

Handling charges, by com-

mon definition, are based on labor and any incidental costs incurred in the physical receipt of the goods from our receiving platform and stacking them in the storage area. Or, in reverse, removing them from storage and placing them on the receiving platform for the owner's acceptance. Most bona fide warehousemen will describe these services in detail in letters of quotation, on printed forms, or verbally.

However, some manufacturers require distribution services, or other manual and mechanical services beyond the normal scope of storage and handling. Then it becomes necessary to set up a special system or routine of operations. This will require added clerical, stenographic, technical, or non-technical help plus added time, at times, even a cash outlay for which the warehouseman must be reimbursed.

Q: "Will you please supply an example of accessorial services?"

A: A good every day example is that of preparing goods for shipment. This entails bills of lading, invoicing, weighing, sampling, reconditioning, labeling, taking serial numbers, marking shipping containers, loading into box cars or trucks, prepaying freight, and so on.

(Please Turn to Page 74)

Speedy, safe Yale electrics

make loading, dock handling and warehousing quicker, easier, less expensive for you. Special features of these end-control electrics include high lifting speed, a turning radius so short that the truck can turn within an inch of its own length and a low step for easy on-and-off operation. A choice of controls is available, specially designed to suit a wide variety of operations. Choose the one that suits your applications best—they all protect fragile loads. Interlocking I-beam mast construction prevents edge-to-edge wear and strain. Economy of operation is assured because of efficiency of handling and long life of the equipment. Capacities: 2000 and 3000 lbs. Yale's new end-control electric is just one truck in the most complete line of industrial lift trucks and hoists manufactured today. For more information contact your Yale representative or write to The Yale & Towne Manufacturing Company, Materials Handling Division, Philadelphia 15, Pa., Dept. KT8.

Yale Materials Handling Division, a division of The Yale & Towne Manufacturing Company. Manufacturing Plants: Philadelphia, Pa., Forrest City, Ark. Products: Gasoline, Electric, Diesel and LP-Gas Industrial Lift Trucks • Work-savers • Warehouses • Hand Trucks • Industrial Tractor Shovels • Hand, Air and Electric Hoists.

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INDUSTRIAL LIFT TRUCKS
TRACTOR SHOVELS • HOISTS
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8



YALE

YALE





Unloading platform for trucks is topped by control centre which allows an overall view of the area; note the stairs

Dutch exports filter through forwarding depot

CLAIMED to be the largest of its kind in the world, a new export forwarding centre at Acht, near Eindhoven, Holland, has recently been opened by the Netherlands Minister of Transport and Waterways.

Two-thirds of all goods intended for export from the Philips Gbeilampenfabriek factories at Eindhoven and elsewhere in Holland will be forwarded from this centre to all parts of the world. Some seven million cases, boxes, parcels, crates, and drums, with a total volume of 300,000 cu m (10,594,000 cu ft) per annum will be received and shipped. It represents the first stage of a progressive scheme for a warehouse and despatch centre for the export and domestic markets.

When the export of Philips goods got into full swing again

By John Grindrod
DA European Correspondent

after World War II, existing facilities proved inadequate. This was due chiefly to the relatively faster growth of overseas exports with their lower shipping frequencies, more complicated paper work, and increased temporary import restrictions and clearing problems. Space shortage was first solved by decentralizing at Eindhoven and later at the seaports. But this often meant having to use less suitably equipped or located buildings erected before the era of modern handling methods. Increased production, furthermore, necessitated the reservation of space at Eindhoven for the manufacturing processes. It became imperative that

new arrangements with greater centralization be made.

Having the status of an official goods station for the Netherlands Railways, the new forwarding depot has a marshalling yard which accommodates eight lines converging from the building, three shunting lines, and a transfer line 600 mi in length. It has a connection, one mile long, with the Philips factories in Eindhoven.

A number of international freight trains include the Philips-Acht station as a compulsory stop in their schedules. This gives considerably shorter waiting times and deadlines for specific shipments abroad may now be postponed by a most useful matter of hours and sometimes a day or more.

It is also conveniently situated in respect of the major road net-



View of the incoming railway track in the central section shows usual amount of activity; note MH equipment



General scene at the Eindhoven dock shows Dutch workers moving shipments with trucks on adjustable ramp

Far flung destination points appear on the bulked and joint-cargo shipments that leave this Dutch export forwarding center yearly—all with the help of hand and electric trucks and rigid schedules



For handling railway cargo there are small hinged ramps which can be moved in the guide alongside the platform

work. The future main highway connecting Portugal's capital Lisbon, with the Scandinavian countries is projected to pass a short distance from Eindhoven and within easy reach of the new depot.

Goods from the Philips concern are despatched either as bulked products and forwarded to destinations abroad mainly as complete wagon or truck loads; or as so-called joint-cargo products which represent goods from the various production centres.

To economize in transport costs, these are grouped with other goods according to destination, so that they may be shipped as part of greater loads to one address.

It is with the joint-cargo products that the new forwarding centre will be chiefly concerned.

Such packages are sent to the

depot as soon as their destination is known and importation into the country concerned has been cleared. They arrive there properly packed and provided with the requisite addressed labels to await the planned date and time of despatch. At the depot they are suitably and efficiently stored and sent away at the correct time.

Concrete Construction

Having a maximum overall length of 162.20 m and a maximum overall width of 226.40 m, the building consists of a framework of prefabricated prestressed concrete beams covered by reinforced concrete roof elements and brick walls. It has a useful height under roof beams of 4.80 m. Fire precaution measures necessitated the floor area of 28,000 sq m (useful storage area 19,000 sq m) being

subdivided into sections not exceeding a surface of 4000 sq m each.

In the fire protection walls there are sliding doors, suspended from slightly tilted rails, which are automatically operated by gravity in case of fire. They are independent of automatic devices which might become damaged in the process. Where railway tracks run through the dividing partitions, there are, of course, no such doors, since these would be of little practical use if a wagon were caught at this point. Instead, protection is provided in the form of 10 m long safety tunnels equipped with "water curtain" sprinkler systems.

Daylight is admitted to the building through plastic domes in the roof.

Paints and chemicals of a highly
(Please Turn to Page 78)

DA

NEW PRODUCTS

... FOR FURTHER INFORMATION

Protective Truck Cover

Bemis Brothers Bag Co. is marketing a multiple-trip, laminated burlap, kraft paper and polyethylene film open-trailer cover. It provides complete protection of freight against weather damage. The weather-proof

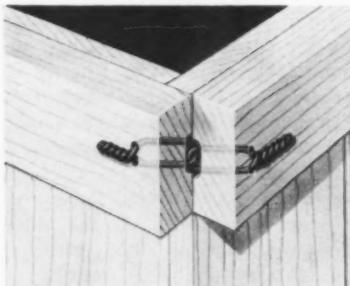


cover is light in weight and considerably less costly than canvas and synthetic fabric tarpaulins. It can be easily patched with a pressure-sensitive vinyl tape. The new cover is available in two sizes to fit standard 35 and 40-ft open trailers. The 35-ft size weighs less than 60 lb.

Circle 25 on Card, Facing Page 76

Pallet Boxes

A hardwood pallet box featuring a new corner construction is now available from General Box Co. The four side panels are wireless and are formed by stapling the slats to outside cleats. These panels are joined by means of corner hinges that pro-



vide the strength of rigid corners. The boxes can be designed to meet any load specifications, and in virtually any size. They can be knocked down or assembled with only a screwdriver. They are unaffected by weather when used outdoors and can be stacked to the ceiling for efficient warehousing.

Circle 26 on Card, Facing Page 76

Electric Lift Truck

Mobilift Div., Minneapolis - Moline Co. is offering an electric lift truck with a capacity from 1000 to 3000 lb. Lift heights range up to 154 in. The E-rider model truck affords effortless

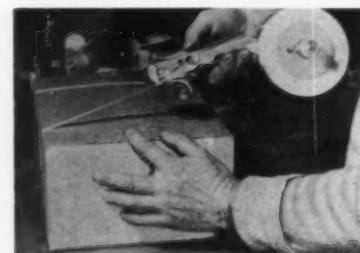


steering with automotive-type cam and lever action, smoothness of electrical control, and a comfortable operator zone with easy mounting from either side.

Circle 27 on Card, Facing Page 76

Strapping Tape Dispenser

A new lightweight strapping tape dispenser is offered by Mystik Adhesive Products, Inc. A tension adjustment and a trigger-action cutter are two of the new features. This dis-



penser is particularly designed for use with Mystik super flextron filament reinforced strapping tape. The tape is water-and-moisture-proof and uses permanent-type adhesive with quick-stick properties.

Circle 28 on Card, Facing Page 76

Compact Truck

The Hillman-Commer, a three-quarter ton panel compact truck, made in England by Rootes Motors has been introduced in U. S. This truck has



210 cu ft cargo space, 90-in. wheelbase, and an overall length of 167% in. which makes it easy to drive, park, and maneuver in city streets.

Circle 29 on Card, Facing Page 76

Hydraulic Crane

Focowil Corp. announces a new, all-hydraulic jib-boom type crane which enables a driver to load and unload almost anything, in bulk or in units of up to 3.3 ton, on open bed trucks and trailers. Gears, running cables, pulleys, winch and similar



wear components are eliminated. A fully articulated boom which elevates, depresses, turns, telescopes, and "elbows" is used. The crane pillar is side mounted for maximum reach and strength with minimum weight. Lifting capacity is 2200 lb at maximum reach up to 6600 lb, on short boom. Safety valves prevent overloading.

Circle 30 on Card, Facing Page 76

and EQUIPMENT

PLEASE USE READERS' SERVICE CARD . . PAGE 76

Truck Leveler

Rotary Lift Co. is offering a hydraulically-operated device to raise or lower truck beds to loading dock height. It has been adapted to accommodate new highway trailers with high beds and long rear overhang. The platform of the leveler has been

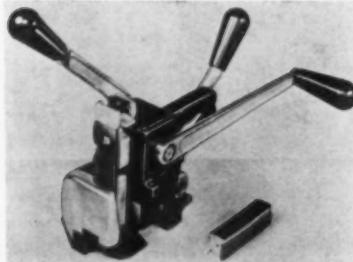


increased from 14 to 16 ft, and vertical travel has been increased from 28 in. to 3 ft to handle the newer, larger trailers. The leveler is particularly useful at docks where trucks of different sizes and variable bed heights must be handled. Quick, easy adjustment of bed height is provided, eliminating the need for ramps or dockboards. Capacity is 40,000 lb.

Circle 31 on Card, Facing Page 76

Strapping Tool

A. J. Gerrard & Co. has produced a new tool which combines tensioning, automatic placement of seals, and the sealing and scoring of steel strap.



The new tool handles $\frac{1}{2}$ and $\frac{5}{8}$ -in. strap in gages of .015 to 0.23 in. and holds 50 seals in a clip-type magazine. Seals are automatically fed onto the tensioned strap so that one motion crimps the seal and scores the strap for easy break-off.

Circle 32 on Card, Facing Page 76

Narrow Aisle Lift Truck

Towmotor Corp. has introduced a narrow aisle lift truck. This sitdown type fork lift truck is able to stack materials at right or left angles in aisles as narrow as 6 ft. The unit

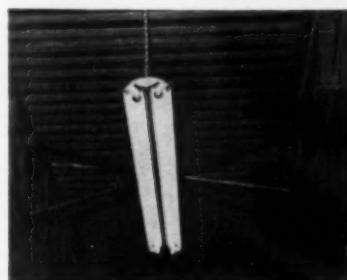


performs all functions of a conventional fork lift truck and is able to pick up and move heavy loads at the rate of 70 fpm. Maximum capacity of the new series is 4000 lb at 24-in. load center.

Circle 33 on Card, Facing Page 76

Glass-Jacketed Lamps

General Electric recently introduced glass-jacketed fluorescent lamps for indoor outdoor lighting in temperatures as low as 20 deg below zero. The

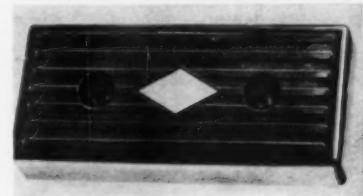


8-ft long fluorescent tubes contain two 200-watt lamps which provide twice as much light with only about one-third as much heat. Lamps are available in 4, 6, and 8-ft lengths.

Circle 34 on Card, Facing Page 76

Rubber Bumpers

Two new models of rubber truck, dock, and marine bumpers have been added to the line of Bumpers, Inc. Known as Flexo bumperettes, the new items are designed to protect truck dock, truck, and cargo from collision damage. Counterbored holes in the bumpers will accept any $\frac{3}{8}$ in. bolt

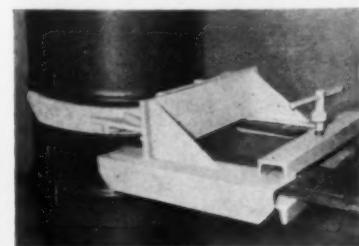


and standard 2 in. washer for easy mounting on the dock structure. They are impervious to weather, fluid or fumes. Model C-818, a standard design, is 18 in. long, 8 in. wide and 2 in. thick. Model C-818-S is 22 in. long, 8 in. wide and $2\frac{1}{2}$ in. thick. Both models are reinforced with a steel plate to permit installation by welding.

Circle 35 on Card, Facing Page 76

Steel Drum Handler

Little Giant Products Inc. is offering Vert-O-Matic drum arms to handle all sizes of steel drums containing food and food products. They



can be mounted on the forks or apron of any make or model of lift truck, and almost any make of walkie and straddle truck. The mechanical drum handling arms automatically pick up drums in the vertical position, one or two at a time. Drum damage is eliminated.

Circle 36 on Card, Facing Page 76
(Please Turn Page)

New Products and Equipment

(Continued from Preceding Page)

Hand Truck

Dutro Co. is offering a hand truck with interchangeable parts to provide easy handling of all appliances. The basic design can be converted by simply removing or putting on stair



rollers and/or ratchets to serve any purpose required. Constructed of light-weight steel, the truck is equipped with roller-bearing wheels with recessed hubs. Load capacity is 800 lb.

Circle 37 on Card, Facing Page 76

Prefabricated Racks

Wall to wall, floor to roof utilization of every cubic foot in areas for storage of bulk, bagged, and packaged finished goods, as well as materials in process is made possible with "Drive-In" Speedrack made by Storage Products Corp. Horizontal



cross beams are eliminated, thus allowing a loaded fork truck to drive right into the storage rack and pick up or unload pallets wherever desired. As storage requirements change, the racks may be taken down and relocated elsewhere, with little labor and no loss of investment for equipment.

Circle 38 on Card, Facing Page 76

Mobile Container

A cargo loader with cost saving applications in motor and railway freight terminals is being offered by Nutting Truck and Caster Co. It saves labor, increases dock efficiency, improves service, and reduces pilferage and OS&D's. Maximum advantages

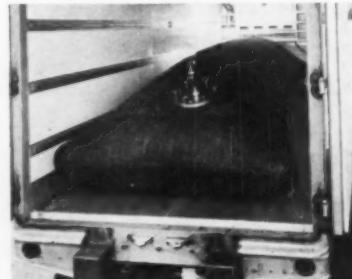


result when the cargo loader is properly used in peddle operations, in accumulating minimum shipments, and for handling overhead freight through break-bulk terminals. The slats and platform of this loader are close-grained, northern hardwood, with easy lift-up-and-off side gate. Usual overall size is 42 x 84 x 80 in. high.

Circle 39 on Card, Facing Page 76

Collapsible Tank

A flexible liquid container made by Transicold Corp. is being offered. All type of liquids may now be carried in any type of trailer. Those requiring temperature control may be carried in refrigerated vans. This model, capable of carrying 4600 gallons in the 34-ft size tank is fabricated by Goodyear from coated nylon



fabric and vulcanized to produce an amazingly strong yet flexible seamless one-piece unit. Food grade plastic liners may be incorporated for sterile taste and odor-free liquid transport.

Circle 40 on Card, Facing Page 76

Live Roller Conveyor

Development of a live roller (adjustable pressure) conveyor to supplement the established APC wheel-type conveyor line has been announced by The Rapids-Standard Co. Inc. The new conveyor handles larger, wider, heavier and more diversified types of material. These in-



clude cans, drums or other chined bottom containers and wooden crates or pallets with bottom slats and materials with flat rigid surfaces. Eight frame widths, up to 36 in., are available. Maximum loads of 100 lb per running foot are possible on the increased carrying surface of the rollers.

Circle 41 on Card, Facing Page 76

Refrigerator Car Door

Plastics developed by Koppers Co., Inc., and Borg-Warner Corp. are being used in the construction of new insulated refrigerator car doors now being installed on the cars of the Pacific Fruit Express Co. Use of these plastics improves insulation and results in savings of from 400 to 500 lb in car-door weight. Inside the doors, each of which is 9 ft 3 in. x 8 ft 6 in. by 8 5/16 in. thick, 89-lb moldings of Dylite expandable polystyrene form a tight, moisture-proof, non-sagging insulation. Door liners are of tough Cycolac plastic. The larger, lighter-weight doors offer many advantages to the railroads and shippers of fruit and produce.

Circle 42 on Card, Facing Page 76

For prompt service, use postage-free postcard provided to obtain FREE LITERATURE and NEW PRODUCT information described in this issue. All material is FREE unless otherwise noted.

Truck Seat

Bostrom Corp. brings aid and comfort to truck drivers in a new seat recently introduced. The slim, horizontal torsion bar at the rear of the seat has permitted a 40 per cent reduction in the seat and base depth.



With this new low silhouette, easy installation is possible in cab-forward and cab-over-engine tractors. The new seat has increased leg room and steering wheel clearance. A built-in double-acting shock absorber keeps the seat level and smooth.

Circle 43 on Card, Facing Page 76

Inexpensive Shock Indicator

Convair Div. of General Dynamics Corp. has developed a compact, inexpensive shock indicator for use with instruments, missile components, or other delicate devices subject to rough handling during shipment or storage.



These indicators are designed to "trip" at a specified "G" load or shock. Once they have tripped, they are impossible to reset except with a special tool. The indicator is immune to high frequency vibration, and warns only when acceleration was due to a blow or shock occurs.

Circle 44 on Card, Facing Page 76

Metal Floor Grill

Dexion Inc. has added open steel plank to its slotted angle construction system. It will provide strong,



load-bearing floors, ramps, catwalks, stair-treads, mezzanines, and platforms. It is available in 4 ft 6 in. lengths. Each unit is 9 in. wide, pressed from a single slab of 16-gage mild steel. A single-bolt fixing plate makes assembly fast and simple.

Circle 45 on Card, Facing Page 76

Portable Racks

Tier-Rack Corp. has improved its portable pallet stacking frames by the addition of new curved-pin positive locks. Two pins, at the top of the interchangeable steel tubular frames are now curved. Assembly is



just as easily accomplished as before, with no nuts, screws, or special attachments. The frame simply snaps on to standard wooden pallets, converting them to portable racks in seconds. More over-all rigidity and greater stability is possible with this improved development.

Circle 46 on Card, Facing Page 76

Straddle-Type Footlift Truck

This truck equipped with fixed forks for handling low underclearance pallets and skids has been developed by Lewis-Shepard Products, Inc. It has a capacity up to 2000 lb and can

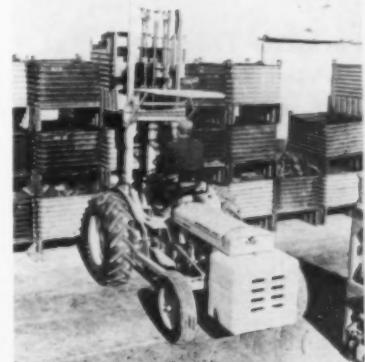


be equipped with forks for 48 in. load lengths. The forks can be used with pallets that are either open-face or double-faced style. The forks are 5 in. wide x 36 in. long. With these specifications the straddle base arms may be held to 3 in. width for areas where space requirements are critical.

Circle 47 on Card, Facing Page 76

Fork Lift Truck

Massey-Ferguson is offering a new fork lift truck with instant reverse. The rig provides equal speed forward or backward, without shifting, bringing added speed to the job of shuttling parts from one plant to another. For the shuttling jobs, which may involve very small or



very large objects, the weight capacity is 5000 lb. Instant reverse provides the extra maneuverability that the operator needs for close, careful spotting of materials throughout the plant. The rig has a high operating pressure of 2250 psi, and will lift 5000 lb at 24-in. centers to 10 ft with a standard mast. With the mast extension it will lift up to 1500 lb at 15-in. centers to 20 ft.

Circle 48 on Card, Facing Page 76
(Please Turn Page)

New Products and Equipment

(Continued from Preceding Page)

Lightweight Hand Trucks

A new line of lightweight tubular steel hand trucks is being offered by **American Pulley Co.** The two-wheeled trucks are designed to handle heavy goods and are ideal for small retail operations and light delivery

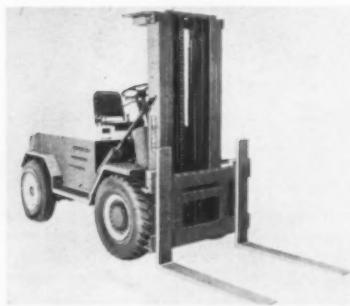


trucks. Models weighing from 18 to 28 lb are available. Four of its five models feature removable semi-pneumatic and cushion tread wheels of different sizes which can be changed quickly to adapt to on-the-job situations. Wheel sizes are available in diameters of 6, 8, and 10 in.

Circle 49 on Card, Facing Page 76

Fork-Lift Truck

Erickson Power Lift Trucks, Inc. has a new fork lift with rated capacity of 6000 lb at 24-in. load center. It is equipped with a six-cylinder Continental engine for smoother



power and greater power reserve. Flexible use of power is provided by heavy-duty combination transmission and drive axle providing direct drive with four speeds forward and four speeds reverse. Power steering is standard.

Circle 50 on Card, Facing Page 76

Aluminum Roof Guarantee

Butler Mfg. Co. is now offering a 20-year roof guarantee on all its pre-engineered metal buildings. It is claimed that this long-term guarantee on an aluminum roof is the first in the metal buildings industry.

Circle 51 on Card, Facing Page 76

Stencil Roller

A new type stencil roller is offered by **Bayberry Products Corp.** It consists of two superimposed rolls 3-in. wide and mounted in a sturdy die-cast frame. An attached handle makes for easy operation. Perfect

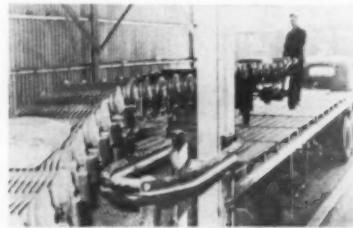


contact and even inking are assured at all points because of the pliability of both the felt and rubber rolls. This new stencil roller is finding increasing uses in shipping rooms for all types of boxes, crates, cartons, and for many other packaging and shipping applications.

Circle 52 on Card, Facing Page 76

Flexible Loader

Power-Curve Conveyor Co. is offering a new in-the-car palletizing method for bagged products which enables one man to pallet-load a 25-ton boxcar or 20-ton truck in less than an hour. Push-buttons control



loader movement into car ends, the bag travel and direction, stacking height, etc. Palletizing speed is up to 24 bags per minute with one operator. A truck can be loaded with 500 bags in 30 minutes or less. Any pattern of palletizing is possible with this high speed equipment.

Circle 53 on Card, Facing Page 76

Ceiling Insulation

A low-cost insulation specifically designed for use in warehouses wherever no permanent ceiling has yet been installed, has been announced by **Reflectal Corp.** This aluminum foil reflective insulation does away with the need for extra supports such



as backer board, lath, wire, etc. The insulation itself constitutes a maintenance free ceiling. The insulating blanket consists of aluminum foil layers that reflect 97 per cent of all radiant heat and block heat by convection. The aluminum foil layers form air spaces that hold conduction to a minimum. A vapor-proof back for protection against condensation is included.

Circle 54 on Card, Facing Page 76

Convertible Tank Trailer

Trailmobile Inc. is manufacturing a convertible pneumatic tank trailer. Developed originally to move materials such as dry cement, fly ash, lime, and pulverized clay products, this

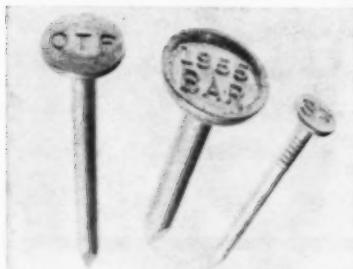


pneumatically discharged tank carrier now converts by two men in as little as six hours to a vessel for commodities such as liquid fertilizers, fuel oil and other low-pressure fluids. The trailer's steel shell is made up of two conical sections, joined at the center, eliminating heavy steel slope-sheets and reducing gross weight of the unit by as much as 22 per cent.

Circle 55 on Card, Facing Page 76

Marking Nails

Three types of marking nails for the permanent identification and dating of such property as pallets, rack, railroad equipment, as well as tools



are manufactured by John Hassall, Inc. They are offered in copper or aluminum. Lettering, numbers and even trademarks can be embossed on these marking nails.

Circle 56 on Card, Facing Page 76

Staple Remover

A hand tool for removing staples and stitches from cartons has been introduced by Flash Manufacturing Co. It is constructed of heavy-duty die-cast zinc with a steel welded tip.



The handle is constructed with enough balance so that a slight upward movement of the hand will pry out the stitch immediately.

Circle 57 on Card, Facing Page 76

Rust Inhibitor Compound

An all-purpose rust inhibitor compound that gives long-lasting corrosion protection has been introduced by Brad Chemical, Inc. The new preparation is a special combination of active materials dispersed in an oil carrier base. The ingredients penetrate deeply through existing corrosion to the bare metal and form a solid air-and-moisture-tight seal, thus preventing formation of new rust. This compound comes ready to use without mixing and can be quickly applied.

Circle 58 on Card, Facing Page 76

Literature from the Advertisements

Listed below are brief descriptions of catalogs, brochures, booklets and other literature offered by advertisers in this issue of DISTRIBUTION AGE. To get your copies of the items offered, simply circle the appropriate number on the Reader Service Card, facing Page 76.

Slotted Angle Framework for You

You can materialize a thousand ideas with Acme Steel's slotted angle framework. It bolts together to build anything. Has special locking device. Circle No. 12.

High-Cube Loads Move Fast

Diesels by Mack Trucks can keep your high-cube loads moving at top speed. Fuel and upkeep costs are low. Learn the reasons why North American Van Lines uses more than 160 Mack diesels. Circle No. 3.

Fork Lift with Fuel Economy

Superior mixing of fuel and air is one economical feature of Allis-Chalmers' new F series of trucks. Capacities run from 3000 to 5000-lb. Circle No. 5.

Terminal Chart for Your Wall

Handy new wall chart from McLean Trucking Co. shows points served to and from your nearby terminal. It's three-hole punched for notebook use, too. Copies are free. Circle No. 14.

You're Protected Automatically

If you are an American District Telegraph Co. client you're automatically protected against fire, burglary, holdup, other hazards. Learn about depth inspections, too. Circle No. 6.

Stop Rim Separation

Stop paying the price for premature rim separation. Use Monarch Rubber Co. solids with lasting bonds between rubber and wheel. For the cost-conscious buyer. Circle No. 8.

Fork-Truck Battery Power Saved

Automatic Transportation Co. reports possible savings of 60 per cent of battery power with its current-miser control. The new Skylift electric truck is equipped with it. Get the facts. Circle No. 11.

Shipping Problems Solved

Have a shipping problem? Looking for an industrial site? Northern Pacific Railway Co. feels it can help you in these and other problems. Circle No. 15.

Lift Truck in Retrospect

Four years ago Clark Equipment Co. introduced a fork-lift truck to industry. A demonstration of a Clark lift will help to show you all the finer points. Circle No. 77.

Go Piggy-Back from North to South

Seaboard Air Line Railroad's piggy-back service on both sides of the Mason-Dixon line can help you with your transportation headaches. The facts are yours for the asking. Circle No. 16.

Tire Analysis Can Save

All tires are not the same. A talk with a B. F. Goodrich tire and wheel analysis man can put you on the road to new savings. He'll match the tire to the job required. Circle No. 1.

Your Shipping Profile

A complete profile of your shipping pattern plus recommendations on market expansion and cutting distribution costs is a free service of Spector Freight System, Inc. It's easy to get. Circle No. 17.

Same-Day Service

Same-day service is now part of Greyhound Package Express service. Greyhound shipments on board by 9 am finish trips of hundreds of miles in the same day. Circle No. 13.

Narrow-Aisle Stacker

The new narrow-aisle stackers from Townmotor-Gerlinger have Townostatic Drive. It eliminates clutch, transmission, drive line, differential, and shifting mechanism. Capture lost space. Circle No. 2.

Stake Trucks Redesigned

Lansing Co. has redesigned its stake trucks for maximum warehouse efficiency. They come in three sizes for loads up to 2000 lb. Literature is free. Circle No. 9.

Elevating Tailgate

You back up right to every truck dock with a Watson elevating tailgate. And it's easier to park in tight spots—no gate overhang, it's under truck bed. Circle No. 4.

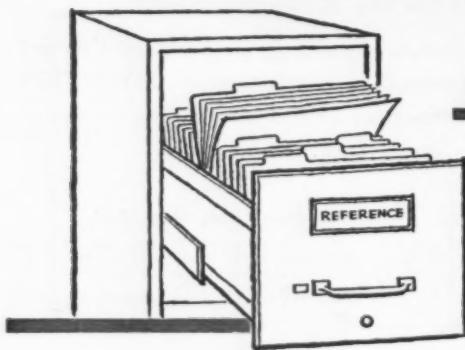
Warehouse Equipment

Selection of the right equipment for in-plant handling and warehouse is no easy task, but Lewis-Shepard has compiled a selector book describing its complete line. You'll see manual, intermediate, and all-electric units. Circle No. 10.

Electric Fork-Lift Truck

New end-control electric lift truck by Yale turns within an inch of its own length. Interlocking I-beam mast construction prevents edge-to-edge wear and strain. Circle No. 18.

DISTRIBUTION AIDS



- Catalogs
- Specifications
- Directories
- Case Studies
- Reports

Cold Storage Doors

Clark Door Co. has issued a descriptive folder on its lightweight sliding cooler door. The chief advantage of the new dairy door is its ease of operation. Each door is supplied as a complete assembly of horizontal track, casings, header, and neoprene seals. A guide roller retains the bottom of the door against the wall. Each door is insulated with 3 or 4 in. of foamed-in-place polyurethane, and is covered with 26 gage galvanized steel.

Circle 59 on Card, Facing Page 76

Truck and Tractor Power Units

The Ready-Power Co. has available a 12-page product bulletin covering its complete line of power units for materials handling vehicles. It includes detailed illustrations, and complete product information and specifications for gasoline, diesel, and LP-and beverage bodies.

Circle 60 on Card, Facing Page 76

Battery Catalog

Gould-National Batteries, Inc., has prepared a 24-page brochure covering type "Thirty" batteries for motive power use in industrial trucks. It includes descriptive data and illustrations of battery parts including new Siliconic diamond Z plates, discharge characteristics in ten graphs, and six pages of battery selection charts including battery capacities and outside dimensions.

Circle 61 on Card, Facing Page 76

Unitized Conveyor Booklet

Standard Conveyor Co. has released a 22-page booklet containing detailed descriptive matter, charts, and illustrations on their unitized conveyors. It is now possible to order from pre-engineered standards in stock such items as gravity and power roller conveyors, inclined belt conveyors, drive units, etc.

Circle 62 on Card, Facing Page 76

New Shipping Containers

With Tri-Wall wrap-around, you can save money and also speed packaging by forming your own containers out of triple-wall corrugated sheets. Tri-Wall Containers, Inc., is offering a brochure which describes this lightweight and inexpensive container.

Circle 63 on Card, Facing Page 76

Strapping Tool Booklet

A new 16-page booklet on powered steel strapping tools shows how to make the application of strapping easier, faster and more uniform. Illustrations show how powered tools have increased packaging speed, reduced fatigue and produced more secure packages for dozens of users. Specifications for the applications of all powered stretchers as well as powered and manual sealers are included. This booklet may be obtained from Acme Steel Co.

Circle 64 on Card, Facing Page 76

Patching Material Folder

A new crack-resistant patching material for concrete, brick and masonry which finishes to a natural cement color is described in a folder by Standard Dry Wall Products, Inc. A series of photographs shows how to use this material for faster industrial repairs and tough, feathered edges.

Circle 65 on Card, Facing Page 76

Water Repellent Mortar

A. C. Horn Companies, Div. of Sun Chemical Corp. has prepared a booklet describing its product, a water repellent admixture for mortar. You can use the mix to overcome leaking brick walls.

Circle 66 on Card, Facing Page 76

Calculate Fork Lift Costs

If you have wondered about operation costs for fork trucks, try the new information library from Exide. Magazine size, the booklets tell of expenditures, how-to-do-it formulas, and give you data for useful comparisons. You'll notice that electrical capacities of truck batteries have increased.

Circle 67 on Card, Facing Page 76

Rust Prevention

Rust-Lick, Inc., is offering a 20-page booklet presenting basic information on rust, its causes, and the application of preventives. Included is data on various types of rust preventing liquids and their recommended applications.

Circle 68 on Card, Facing Page 76

Van-Body Booklet

Unisteel Body Co. announces an eight-page booklet in color, that describes and illustrates a full line of steel and aluminum van bodies. The models include level floor, wheelhouse, closed top, open top, reefer, exterior posts, smooth panel, ribbed panel, and beverage bodies.

Circle 69 on Card, Facing Page 76

Paperwork Processing System

Remington Rand Div. of Sperry Rand Corp. is offering a 60-Second Interview which explains how a Univac computer helped reduce inventories and cut operating costs for a large independent manufacturer of diesel fuel injection equipment. The major application of the equipment is a production control routine that includes inventory control, production planning, and shop loads. Other applications include sales analysis, general and factory accounting, billing, profit and loss analysis, cost control, and preparation of the payroll for 2400 employees.

Circle 70 on Card, Facing Page 76



For prompt service, use the postage-free postcard provided to obtain FREE LITERATURE and NEW PRODUCT information described in this issue. All material on these pages is FREE unless otherwise noted.

Plastic-Box Catalog

One hundred ways to improve your package are described and illustrated in a booklet prepared by Bradley Industries. Shown in this catalog are scores of Lustrex plastic packages of many sizes which can be ordered from stock. Custom-design molding can provide special packaging made to your exacting specifications.

Circle 71 on Card, Facing Page 76

Cleveland Port Schedule

The Port of Cleveland has just released its latest schedule of overseas sailings. Ports of call from Aberdeen, Scotland, to Stockholm, Sweden, help your shipments set sail.

Circle 72 on Card, Facing Page 76

Moving Day Guide

An illustrated pamphlet from National Van Lines shows how safe and easy it is to move via National. It acquaints you with facilities, personnel, and services offered throughout the world.

Circle 73 on Card, Facing Page 76

Small Shipment Program

Affiliated Parcel Deliveries, Inc., is offering to the shipping public a 23-page booklet offering a distribution program for Greater New York City. It includes analysis tables, procedures, and over 300 coverage points.

Circle 74 on Card, Facing Page 76

Industrial Plant Location

The Port of Oakland has prepared an illustrated brochure on its industrial park. An integral part of this planned industrial district will be a modern food and produce distribution center. The Port of Oakland Industrial Park is only 6 miles from downtown Oakland, adjacent to a major freeway, convenient to intrastate and transcontinental highways, railroads, harbor facilities, and the airport.

Circle 75 on Card, Facing Page 76

Lightweight Pallet Truck

Lewis-Shepard Products, Inc., has prepared a new circular describing a 2000-lb capacity lightweight hydraulic pallet truck. It contains illustrations, specifications, and unique operating details. Some of the operating features of the new pallet truck are: 360 deg operation of tow handle; high location of handle pivot for easy pulling; no grease points . . . lubricate-for-life, and a high pressure hydraulic foot lift pump.

Circle 76 on Card, Facing Page 76



Business Almanack

A booklet combining vacation schedules with handy reference information including tax and billing due dates, holidays, employment costs, hints on office equipment care and use, and how to step up stock room and shipping efficiency is being offered by Manpower, Inc.

Circle 78 on Card, Facing Page 76

Free-Lift Upright

Specification sheets on a fork truck upright which permits high stacking in confined, low headroom areas are being offered by Industrial Truck Div., Clark Equipment Co. This unit makes possible more free lift with no increase in overall machine height.

Circle 79 on Card, Facing Page 76

Bulk-Handling Bulletin

The introduction of bulk-handling methods in a dairy and poultry feed mill permitted one mill to do the work of four. This is the subject of a new bulletin offered by Fuller Co. By replacing a bag-handling system with bulk-handling techniques and equipment, the handling costs have been cut without additional labor.

Circle 80 on Card, Facing Page 76

Fork Lift Future

The future holds much which would appear unconventional today, and Automatic Transportation Co. feels that it is prepared to offer materials handling equipment in line with your m-h future. With its new booklet, you can check realistically.

Circle 81 on Card, Facing Page 76

Packing Selection Chart

The proper packing types for specific applications are presented in a new chart from Raybestos-Manhattan, Inc. The chart, easily hung, gives seven basic packing types for 95 per cent of your requirements.

Circle 82 on Card, Facing Page 76

Loading-Unloading Hints

Sparton Easy Loader is the trade name for a freight car loading system made by Sparton Railway Equipment Division of Sparton Corp. A brochure shows you designs, loading and unloading techniques, and points up the flexibility of lading for the system.

Circle 83 on Card, Facing Page 76

Correct Uniform

A new booklet "Selecting a Uniform?" has been issued by the Institute of Industrial Launderers. General rules for the selection of uniforms are set forth to guide company executives who seek expert, impartial advice.

Circle 84 on Card, Facing Page 76

REMSA shows what's new on rails

A frameless refrigerated trailer, mobile equipment for handling cargo containers, and two giant rail cars created interest at the Railway Electrical and Mechanical Suppliers Association Exposition recently



Pacific Coast Engineering Co. designed this piece of cargo handling equipment. It's available through Pullman - Standard, Trailmobile, Transport Leasing Co. You can get four-direction transfers with this 26-in. high crane-type helper

Billed as world's largest covered tri-hopper car, this aluminum model is by Magor Car Corp. The light metal reduces car deadweight, cuts maintenance, ups profit



Strick Trailers makes the components of a new system which changes a container from a box to a system. All done with 20-ft containers by twos



INNOVATIONS in rail traffic were exhibited at the Railway Electrical and Mechanical Suppliers Association Exposition in San Francisco.

A new type of frameless refrigerated trailer was representative of the developments which will play a significant part in piggy-back. Interest was shown in the mobile equipment for handling cargo containers to and from railroad cars, highway trucks, storage areas.

The crane-type vehicles give four-direction transfer. They can span both a train and truck roadway simultaneously and in that position can move down a train, loading and unloading as they travel. No time is lost in backing off or having to carry the container the full train length.

And the often glorious adjective "world's largest" was in evidence. A covered tri-hopper car and a tank car received that billing. There was a container system which uses two 20-ft containers to form a frameless 40-ft van. ●

Another world's biggest exhibit was this special production by Union Tank Car Co. It has a capacity of 141,000 gal. Was exhibited on the West Coast



Economies in moving refrigerated and frozen foods to market by highway and piggy-back may come from this new type of frameless reefer. The Perfection Division of Hupp Corp. makes it as a unitized sandwich of insulation and fiberglass reinforced plastic skin in a seamless cube structural frame. It can pack 2185 cu ft of cargo into its 40-ft length. The trailer weighs 1500 to 3000 lb less than others, Hupp sa

New trailer has an epoxy-welded one-piece wall. Floor and roof panels and walls are impregnated with color for low maintenance. Improved thermal qualities result from low K factor balsa insulation and laminated construction. This new trailer is expected to cut shipping costs for such comparatively light but bulky products as lettuce, eggs



PHYSICAL distribution management, to date largely a concept in business planning, has begun to acquire its own tools.

Michigan State University's recent Physical Distribution Management Conference has pointed out several of these tools. One is the assigning of arithmetic values to variables so that problems may be solved mathematically. This method was applied to site location and branch plant desirability in several illustrations.

Another tool was a method for gathering data. This is electronic data processing. Harold Reed, traffic manager for the Line Material Division, of McGraw-Edison, was the speaker. He told of his company's experience with this equipment.

Cards, Reed said, must be used three times to pay the cost of punching them. In the transportation operation his company uses them a minimum of seven times.

Throughout the conference, an effort was made to relate the various functions of distribution to each other. Bernard LaLonde, of the MSU staff, said that in distribution matters the sales department has been rated more important than physical distribution. This, he said, is changing. The role of physical distribution has been strengthened by our growing population, rising transport rates, and demands by consumers for wider selections of goods.

Edward W. Smykay, Donald J. Bowersox, and Frank H. Mossman introduced many of the ideas which will be included in their new textbook. Several chapters from this book were printed in the January, 1959 and March, 1960 issues of *DISTRIBUTION AGE*.

The Critical Role of Location in Physical Distribution was the subject of another series of lectures by the MSU staff. Program Director Smykay covered the topic of General Importance of Location in Physical Distribution.

He pointed out that location not only affects shipping rates. It also has an effect on service, total cost, profit, and competition. Where labor and land costs are high (big cities), distribution costs tend to be low, he observed.

Selecting the Specific Plant Location was discussed by Bowersox.

MSU conference gives DM new planning tools

Use of algebra and electronic data processing discussed in program designed for new profession of distribution manager

Picking the specific site, he said, involves cost factors, demand factors, intangibles, such as preference.

An algebraic solution to the least cost transfer point was worked out by Smykay. He described the data collection process, using minimum ton-miles rather than rates and distances. Then he used a grid analysis to arrive at the most beneficial plant site.

Bowersox described the changing function of warehousing. A distributive warehouse, he said, is a point to breakdown shipments for customers rather than a place for static storage.

Progress in freight containerization was the subject of William Everett, of A. T. Kearney and Co., Chicago. If integrated transportation will reduce carriers' cost, he said, then the savings should be shared with shippers.

Inter-City Bussy-Back



Railway Express has instituted bussy-back for the containerized movement of its shipments between distant terminals. The containers are 1½-ton capacity semi-trailers. They are hauled behind regularly scheduled inter-city passenger buses. At origin and destination bus stations, the trailers are pulled by express trucks to and from local express terminals.

Looking to the future, Everett predicted a growth per year in this service of between 25 and 30 per cent. He foresaw a growth in private carriage and jet air freight. The railroads, he said, will take a new lease on life.

Elaborating on the railroad situation, the speaker listed four railroad weaknesses. They have had poor car utilization—they use only 3 per cent of their total cubic capacity. Second was the high cost of shipping, and third their failure to meet highway schedules. The final weakness was high claims.

Then he showed how piggy-back can change this picture. The railroad would get 400 to 1000 miles per day per car. There would be no switching. Service would be speeded up while claims would be reduced. The railroads would have a line-haul cost that cannot be touched by highway carriers, Everett said.

He then detailed the operation of an ideal container train. The system would be provided with a side-loading arrangement for intermediate stops. There would be transfer yards at 15 or 20 points. Cars would remain coupled at stations. The train would make half-hour stops at these intermediate points. The transfer yards would be located at end terminals, at along-line terminals, and at intermediate points.

With regard to the transfer device, he predicted that a high-speed gantry crane will be used. •

Circle No. 5 on Card, Facing Page 76, for more information

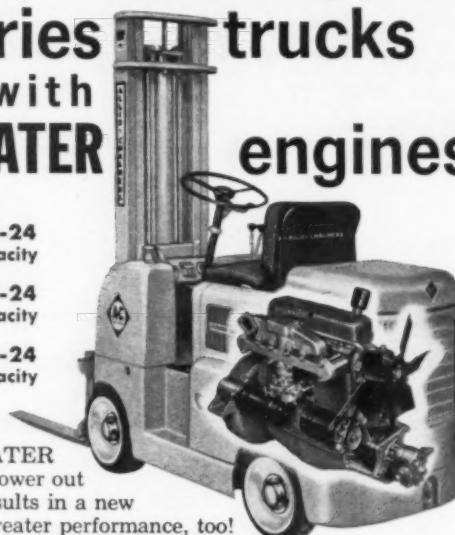
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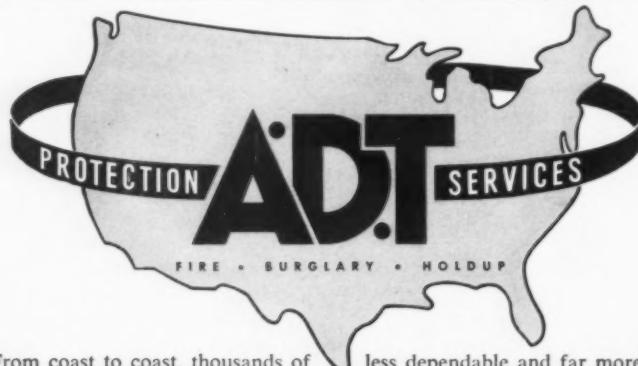
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A NATIONWIDE ORGANIZATION
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... Warehouse

(Continued from Page 43)

recognize this debit because we know the total number of units in storage and we know our average unit cost to handle out. Multiplication will tell us the debit. This avoids the need to set up a reserve for this debit with its attendant fluctuations. We acknowledge the debit through this known count. A further refinement on this carry-over count is that we know at the end of the month the average revenue we receive per unit. This allows us to approximate very closely the dollar revenue storage for the beginning of the next month.

Delivery tickets are counted to find the trend of the number of units moving out per ticket. As the 1958 recession ended we could see we were writing more tickets but delivering less units. This showed that clerks were working harder to process as many units as prior to the recession. It proved that it would be unwise, service-wise, to reduce this force.

An analysis of the written tickets will show us which day is the most active on outbound units. Further study will show what part of the day is active.

Invoices, bills of lading, receipts reported and correspondence written are other activities of the office.

Special Steel Cover



Rising demand among can manufacturers for tin plate in coils led to the development of this special steel cover with built-in load retarding device. The new load cover by United States Steel Corp. has a counter-balanced hinged top and front section which is folded back to permit easy loading with a fork lift. The unit moves on tracks. The cover folds back

costs

We compile these as A, B, C, D, E which will give us a daily and monthly total of this type of activity. It is no problem to take total office salaries and divide it by these totals to procure an office transaction cost.

We can also compile the total number of units handled in and out. Dividing the total office salaries by this figure, we arrive at an office unit cost. This is the cost per unit for processing the paper work, 'phone calls, inventory controls, etc. By adding this unit cost figure to our handling in and out figure, we arrive at a total unit cost for handling. We now have two controls on our office operation.

These figures allow the office manager to see the rise and fall per unit cost, as well as office transaction cost. It will warn him to reduce costs or prove that he needs extra help. Once again management can pull any type of analysis from this data.

Weekly Weight Total

Delivery weight is kept daily from the driver's trip sheet. This will give us a weekly weight total to relate to our truck rental cost. Truck costs are in front of us. Solicitation of extra business by the office clerk is indicated if the

delivery weight is not up to the profitable requirements. When the weight is heavy, we add extra trucks. If the weight has been poor previously, we can ask for delayed delivery time to allow us to pick up revenue.

By studying the unit movement, it becomes apparent that one can add the total units handled in by labor at the rail car platforms. Dividing that total into their salaries gives a unit cost for that platform. This is true of the truck platform also. The foreman now

knows his cost for each operation, separately. He knows when a man earns a salary increase. Dividing the total number of units handled on both platforms into the monthly warehouse salaries, we can arrive at an average cost as a monthly guide per unit. This one unit figure allows us to look back to the preceding year to see at a glance if our costs are up or down.

How broad is the scope of the analyses which can be procured from these forms? We found that

(Please Turn Page)

Tandem-Trailer Tests in N. Y.



Tandem-trailer tests on the New York State Thruway are being made by Vogel Van and Storage, Inc., Albany, N. Y., an affiliate of Allied Van Lines, Inc. The experimental runs are being conducted between New York City and Chicago. Test pattern includes the Thruway, Ohio and Indiana Turnpikes, and Illinois Tollway

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NFCC National Freight Claim Prevention Contest Winners



Safe Transit Awards were presented for the first time at the 23rd Annual Meeting of the National Freight Claim Council of the American Trucking Associations, Inc. Pictured here are (left to right) W. M. Wilkinson, secretary, National Safe Transit Committee, Inc., Washington, D. C.; J. L. Boies, vice president-claims and insurance, Carolina Freight Carriers Corp., Inc., Cherryville, N. C.; E. L. Roberson, general claim agent, Miller Motor Express, Inc., Charlotte, N. C.; B. B. Coon, claim agent, Central New York Freightways, Inc., Syracuse, N. Y.; and R. C. G. Witt, acting executive secretary, National Freight Claim Council of the ATA, Inc.

... Warehouse costs

(Continued from Preceding Page)

we were able to adapt our inbound unit count to the term "inventory" and our outbound unit count to the term "sales." We projected these monthly totals onto a graph. The U. S. Department in its Business Statistics Report shows the "Manufacturers ratio of inventory to sales." By relating our inbound and outbound count graph to this government form, we can see our relationship to the trend nationwide.

This proved particularly interesting in the fall of 1958. We were making our 1959 forecast. Our graph showed that our outbound units were climbing while our inbound units were declining. By analyzing the government graph back to a previous recession, we noted that the relationship of inventory to sales was in a seven-month lag. Sales had risen. But inventory hadn't made the turn until seven months later. Our warehouse graph was showing outbound (sales) much higher than inbound (inventory). As the sales graph on the government form had now turned upward, we then forecast

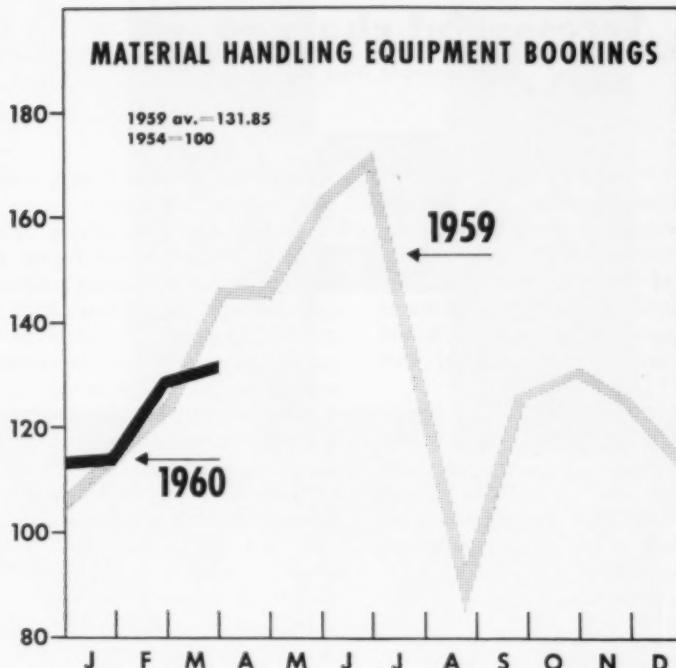
our 1959 program with a strong spring season because of anticipated increases in inventory by that time. Our business followed the pattern as shown on the Business Statistics Chart.

Do these forms add a burden? Do they produce results? The maximum information has not been gathered yet. As the years go on the guide figures become more important; the history of unit movement reaches greater analytical proportions. Meanwhile, the daily results are like a constant flow of line of neon light—any break in the flow alerts management at once.

We have found that our simple forms give us a broader acknowledgment of:

- Immediate labor costs.
- The proration of all expenses into the picture.
- The analysis of unit or hundredweight costs.
- Office activity costs and efficiency.
- Controlled truck operation.
- That we have made a profit!

(Resume Reading on Page 44)



... Of basic warehouse law

(Continued from Page 55)

pany paid the warehouseman \$100 per month.

In subsequent litigation the court held that the relation of bailor and bailee existed, although the company officials retained the keys to the storage room.

On the other hand, if the testimony proves that the room or storage space in which goods are stored has no connection with the storage warehouse, the relation of landlord and tenant exists. The landlord ordinarily is not liable for loss, destruction, or damage to the goods. He is not required by law to exercise "ordinary" care to safeguard the stored merchandise.

No Relief for Negligence

All contracts are void by which the owner of stored goods agrees to relieve the warehouseman from liability for his own negligence.

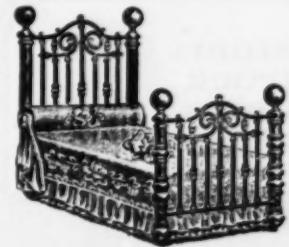
For example, in *A— v. K—*, Ark., 161 S. W. (2d) 403, the testimony disclosed that the owner of goods damaged while in a storage warehouse sued the warehouse-

man. The warehouseman contended that he could not be liable. The storage contract, he said, contained a clause, as follows: The goods for storage listed hereunder . . . are accepted with the express understanding that the company (warehouseman) is not responsible for their condition while in storage or at their removal; nor for loss or damage by fire, water, storm, or other causes reasonably beyond its control."

Care Exercised

Notwithstanding the presence of this clause in the contract, the higher court held that the warehouseman's liability would depend upon the care he exercised during the storage period. In other words, the court held this contract clause invalid and unenforceable since the warehouseman sought to relieve himself from the consequences of his own negligence. •

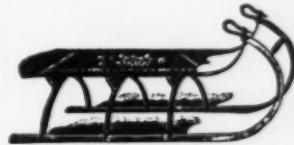
(Resume Reading on Page 55)



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... Accessorial charges

(Continued from Page 55)

Q: "There are some users of public warehouses who believe that certain services, billed as accessorial, should be regarded as part of storage and handling. Among the examples they cite is the keeping of inventories. Would you care to comment on this point?"

A: Our industry regards physical inventory as part of its normal service. And the storeroom of goods certainly is entitled to an inventory of his goods. However, it is necessary for us to know in advance the needed degree of this service.

Some firms are satisfied with an annual inventory. Others will want it every six months, three months—even weekly. It stands to reason that frequent inventories, or a perpetual system, require more time and labor than one or two a year.

A point not to be overlooked is that the word "inventory" seems to mean one thing to some people and other things to other people. Some companies will accept a report on our form. Others will

want us to use their forms, which may require six carbon copies to be mailed to as many offices. Also, some of these special forms require more than simple addition and subtraction. There will be debits and credits by sales territories, mathematical extensions, expiration dates, and so on.

Some inventories take five hours a year, others will require 50 or 250. Our costs may run from \$25 to \$1250, or more, for this service. Somewhere between these cost figures is a fair break point where users of public warehouses should be willing to carry their share.

Because warehousemen often are referred to as bankers of goods, I would like to make a comparison with the financial institutions. In accepting moneys for deposit, banks pay interest to some depositors but not to others. In some cases, they even charge depositors for handling their accounts.

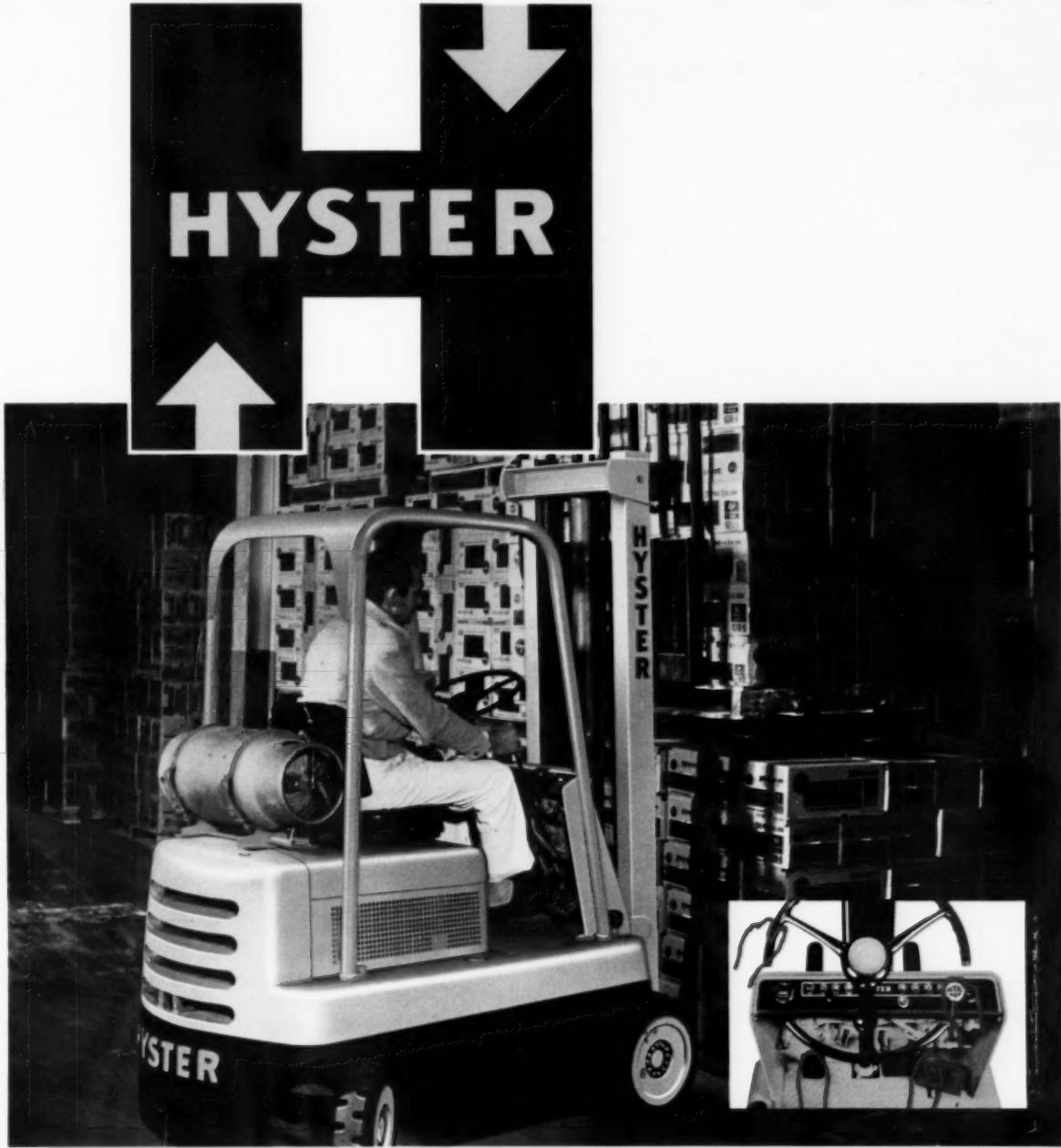
The reason for this practice is well known. It is based on the profitability—or cost of handling—of the different types of accounts, of course.

Aside from "storage" of moneys and handling their depositors' disbursements, banks lend money. This is an accessorial service for which interest must be paid. They also prepare wills, administer trust funds, provide safe deposit boxes. These, and all of their other special services, are accessorial for which certain fees are charged. If handled without fee, a bank soon would be out of business.

A public warehouseman is faced with the same problem. And no fair-minded business man demands abnormal services without expecting to pay for them—any more than he would expect people to work for him at his home office without pay. •

(Resume Reading on Page 58)

EDITOR'S NOTE: Interest in this subject is so great, probably because of rising distribution costs, that another article on this subject will be published in an early issue. Readers are invited to comment on this subject.



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... The computer

(Continued from Page 45)

bined order-invoice system which indicated that in filling the average sales order, paperwork was overlapping. In the procedure used then an order, when received from a customer, was written on a seven-part form that covered its processing through the warehouse and shipping departments. After shipment, almost identical information was entered on a six-part customer invoice form.

Change Necessary

From the standpoint of data input into an electronic system, it was apparent that a major change was necessary. Besides the pronounced processing delay, the area for clerical transcription errors, considering the number of items stocked and the magnitude of customers serviced, was of paramount concern.

A careful analysis of the facts and considerations of the problem gave us the highly workable combined order-invoice system we have today. At this writing, the system has proved itself through 18 months of operation and has reduced our operating costs more than \$30,000 annually.

Under the order-invoice system now in effect, the actual entry of customer orders is similar to the procedure utilized in the past. Orders still are secured through some form of personal contact. The Los Angeles Division employs approximately 125 outside and inside salesmen for this purpose. A heavy majority of the orders received are 'phoned in by the customers.

However, whether the order results from personal contact or a 'phone call, a salesman will initially record it on a single-page "scratch sheet" of the same format as the order-invoice pack. Within the office, these initial forms are moved, by conveyor, to work stations where customer and item descriptions

are checked and credit is cleared. Then, the orders are batched and sent to the typist for typing. Here, the clerical work associated with the preparation of the customer's order and invoice is completed with a single typing. Formerly, the preparation of these documents required two separate typing operations. This economy was made possible through use of a special commercial form which integrated all elements of order and invoicing paperwork into a single set. A further advantage lets us retain a mass production system with the ability to give individual service when required.

As can be seen from the accompanying illustrations, special racks have been devised to hold supplies of the new all-purpose forms, as well as place the "scratch sheet" in a position for easy data transcription. Conveyors are used in the order-typing department to speed the work to the typists and from them to the final editing desk. The carefully designed, nine-part forms on which our orders now are typed have replaced effectively two separate forms which totaled 13 copies. A study of the actual utilization of forms' copies led to this improvement.

The advantages are well illustrated by the following example: A full-sized copy of the sales order form formerly was filed in numerical order in a control ledger. Now, this copy has been eliminated. Instead, the combined order-invoice pack, after automatic sequential numbering, is microfilmed. This provides, in far less space, a more foolproof control than with the ledger.

Because the new form serves multiple purposes, it has been printed with separate, removable sections. Through double stubbing—the gluing of internal sets at the bottoms of the forms—it is possible to separate segments of the orders for their special processing uses.

Immediately after an order has been typed, it is dispatched to either the warehouse or stockroom, depending upon the type of materials specified. A stockroom order pack will accompany the merchandise through the entire process of order picking, checking and packing, with the label and delivery copies separated from the pack as needed. Thus, a time-consuming matching requirement is eliminated.

In the case of a warehouse order, a set of three copies is snapped from the rest of the form and sent immediately, by conveyor, to the appropriate warehouse control desk, located near the merchandise specified. These three copies of the form are used to pick the merchandise from stock and pack it. One copy is removed and used as a label. The other two are sent to the shipping office with the weights, quantities, packing information, etc. noted.

In the meantime, the balance of the warehouse order pack, which includes the invoices, sales analysis and delivery copies, has been sent through the administrative routine. Here, the merchandise sold is priced and the inventory records updated. The form is so designed that the cost figures entered in margins of the internal copies do not appear on invoice copies.

Then, the truck routing is placed on the order forms, they are checked for accuracy and complete-



"Oh, you were pulling!"

ness of the information recorded, and forwarded to the shipping office. The two "filling" copies are matched with the pack, the information from them is transcribed to the order, and the delivery copies are removed to accompany the merchandise to the customer.

After shipment, the remaining office copies are routed to the billing section where figures for the shipped merchandise are extended and entered on the same copies in pencil. Two copies of the final form set are available, then, for immediate mailing to the customer as invoices.

For customers requiring more than two copies of the invoice, one copy is printed on translucent stock. Additional invoices can be produced on a diazo copier. In summary, then, this one set of forms now provides:

- a. Warehouse order copies, including label.
- b. Shipping copies.
- c. Sales analysis copy.
- d. Permanent file copy (original).
- e. Two copies of invoice.

With these results, we feel that we are well on the road toward realizing the benefits of electronic data processing, even though no computer has been installed. We have had some form of computer on order consistently since late 1956. Delivery dates have been set back in favor of the very real benefits gained simply by getting ready for a computer.

No matter how automated a business system becomes it still remains for the management of each individual company to organize its operations for an efficient flow of data. We have chosen to concentrate on this necessary aspect of the situation, putting off the actual selection of equipment until we can convince ourselves that electronic data processing would be a paying proposition.

We have no doubt that the procedure described above is only an intermediate phase in a long-range integrated plan. It was intended that way. When our computer is delivered, our organization will be able to use it effectively. •

(Resume Reading on Page 46)



"Those foghorns are expensive, but they avoid accidents."

AUGUST 1960

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You'll find new operating economies with Lansing trucks. Each engineered for long life and low maintenance costs.

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LITERATURE

LANSING CO.
LANSING, MICHIGAN

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Dutch exports filter . . .

(Continued from Page 59)

inflammable or explosive nature are stored in a separate outbuilding. This is provided with a glass wall which gives on to a field at the side. The daylight domes are rather loosely fixed to the roof and a lengthy and rather narrow glass-walled corridor connects the outbuilding to the main building. Should an explosion ever occur, it is expected that the pressure would travel out of the chemical store by way of the glass and plastic panes without its surroundings being endangered from flying bricks or concrete.

All loading and unloading operations take place within the main building so that the staff is not exposed to weather conditions. Tilting doors, capable of being electrically or manually operated, guard the rail and road transport entrances.

When these are opened, a hot-air system is automatically brought

into service and creates a warm curtain to keep out the cold if the outside temperature is lower than the inside temperature. The forwarding centre has its own heating plant since that for the Eindhoven complex of buildings is too remote for economic adaptation.

Sited so that extensions can later be made both toward the railway and toward the highway, the building is planned in such a way that incoming and outgoing goods never cross each other. This principle of non-crossing floor-level traffic has done much to determine the layout of the building. Incoming railway wagons occupy four inner tracks leading to the centre of the building while incoming road haulage vehicles enter from the opposite side of the building with their tails facing the heads of the incoming trains.

Road and rail traffic, too, never cross each other, since the loading platforms are located toward the outside of the building. Between the central incoming check department and the outer despatch department is a sorting area which distributes the goods toward the geographically classified storing areas arranged around the reception centre. Thanks to this well-planned arrangement, the average distance covered by goods between arrival and despatch in this very large building is only 150 metres.



Unloading is generally done with the aid of hand-operated pallet trucks. Electric types are used to reduce waiting times of road vehicles to a minimum. Since the entire floor area is at platform level, the pallet trucks can be driven into the railcars and trucks. The daily average quantity of goods handled at the new facility is approximately 1100 metric tons.

The goods arriving at the forwarding centre are accompanied by a form stating destination, markings, dimensions and weights, item numbers, and quantities. After thorough checking, the goods are sorted out geographically and, if this has not been done before, placed on pallets. Items which cannot be stacked are placed in box pallets. Fork trucks lift the pallet loads on trolleys, five of which constitute a train, which is picked up by a small tractor and taken to the appropriate storage area. On its way back the tractor picks up an empty train. Lift trucks, usually one per section, unload the trains.

Despatch takes place in the same direction within the building as the distribution from the reception area toward the storage areas, so that the goods do not have to retrace their steps. This has involved the creation, in the centre of the building, of a one-way traffic system which ensures a harmonious circulation of the traffic in the main sections of the building. Pallet-borne goods are taken directly from the store areas to the railcars and trucks by fork-lift trucks. Small items are stacked on pallets from racks or special small floor sections for small boxes, etc.,

by the section controllers and then taken to the outgoing rolling stock.

In order to achieve the one-way traffic system it was necessary to bridge the space created by the railway tracks leading to the central area so that the battery and LP gas-engine trains could circulate instead of shuttle. The type of bridge required had to be simple and sturdy, yet of low-cost construction; easy to remove to allow the passage of railcars; and dependable, since a damaged bridge would cut the main arteries of the depot.

Each bridge, therefore, consists of four identical table elements which can be placed and removed by one fork-truck operator. The legs of the tables are let down into slightly conical holders located between the rails of the tracks.

Special hand-operated counter-weight ramps of a novel design, which can be moved with very little exertion, are employed to bridge the difference in level between the platforms and the floor of the trucks. They are cheaper and less vulnerable than the more usual

(Please turn to page 107)



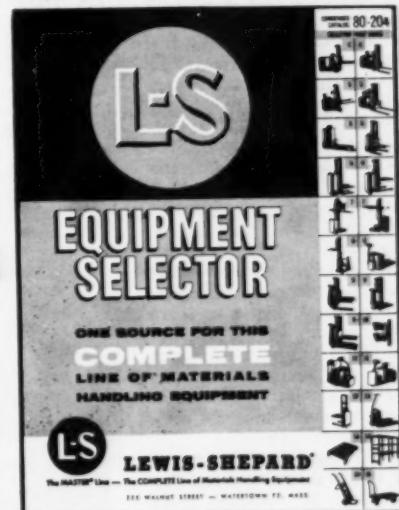
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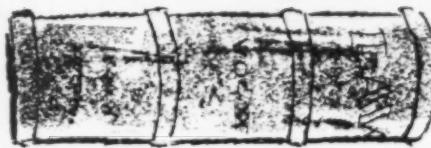
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EXCELLENT OPPORTUNITY for ambitious person. Will lease any part of 100,000 square foot warehouse building—triple A fireproof. RENT FREE. Rent to be based on gross business. No business, no rent. Location of building in Miami, Florida. Write complete resume. I will be very selective. WRITE: Box 251, DISTRIBUTION AGE, Chestnut and 56th Sts., Philadelphia 39, Pa.

within the LAW

By Leo T. Parker
Legal Consultant,
Distribution Age



WAREHOUSING

Can warehouseman give owners of stored goods memos instead of warehouse receipts?

Recently I received an unusual and interesting letter from a warehouseman who wants to know whether he can give owners of stored goods "memos" instead of warehouse receipts. This is my "first" to receive such an inquiry in over 30 years experience in warehouse laws.

The fact is that, according to my interpretation of the law, a warehouseman can if he so desires give an owner of stored goods a written acknowledgement or other paper receipt instead of the usual warehouse receipt. But the document given to the owner of goods stored in the warehouse, whether termed a "memo" or regular warehouse receipt, must contain information, as follows: the location of the warehouse; the date the receipt is issued; the consecutive number of the receipt; a statement whether the stored goods will be delivered to the bearer, or to a certain person, or to a specified person or his order; the rate of storage charges; a description of the goods; signature of the warehouseman or his authorized agent; a statement of the amount for which the warehouseman claims a lien, but if the amount is unknown then the receipt must show the estimated liens or other liabilities.

Higher courts hold that a warehouseman is liable to any person for damages sustained by omission from a warehouse receipt of any one or more of these provisions or terms.

Why are some businesses exempt from paying taxes which other businesses must pay?

Quite often in the past I have been asked this by readers. Of course, the answer is that these various non-tax-

able business operators are exempted by state laws.

Recently the Supreme Court of Kansas rendered an outstanding and important decision holding that a state exemption law violates both the U. S. and state constitutions, and therefore, is void and invalid.

For illustration, in S— of K— v. C— W— M—, 343 Pac. (2d) 234, the testimony showed facts, as follows: A state law, known as the Unfair Practices Act, prohibits all retailers and wholesalers within the state from advertising or offering to sell any merchandise at less than "cost." A clause known as 50-405 in the law exempts grain and feed dealers from operation of this law. In other words, the law clearly stated that grain and feed dealers are privileged to sell merchandise at retail or wholesale at below cost.

The G— W— M— is a corporation for profit, and is engaged in selling groceries and other food and household commodities to the gen-

eral public. It is not a "grain and feed" dealer.

At various times the C— W— M— published advertisements wherein certain goods and merchandise were advertised and offered for sale at a price less than cost.

A suit was filed by the state against the C— W— M—. It was contended by state authorities that this Unfair Practice Act is valid and that the C— W— M— is subject to heavy penalties for thus violating the terms of this act. On the other hand, the lawyers for the C— W— M— argued that the act is unconstitutional because under its protection the grain and feed dealers are exempted and therefore privileged to unfairly divert trade from competitors in the same general business field. In other words, the act permits the grain and feed dealer across the street to carry on his business in any manner he sees fit—even to the extent of bringing about the results denounced by the act. In holding the act void, the Supreme Court said:

"We hold that the provision of 50-405, exempting grain and feed dealers from the scope and operation of the Unfair Practices Act, violates the "equal protection of the laws" clause of Sec. 1 of the 14th Amendment to the Constitution of the United States; that it violates Sec. 17 of Art. 2 of our own constitution, and the entire act is unconstitutional and void. Grain and feed dealers who sell grain and feed at retail and wholesale of course would be under the Act were it not for the fact they are specifically exempted. For reasons stated, we hold the exemption provision in question violates both of the mentioned constitutional provisions; and therefore the entire Act is unconstitutional and void."

This higher court went on to explain that taking all factors into consideration, the statutory exemption of grain and feed dealers from the operation of the Act, thus singling them out to receive special privileges, amounts to an arbitrary and unreasonable statutory discrimination.

Dromedary for Illinois



A freight box 8½ ft long, mounted on the frame of a truck tractor and hooked to a 35 ft trailer is one way of describing the dromedary. It's used by the Olson Transportation Co., Greenbay, Wis., to gain 3½ ft without exceeding the 50 ft overall allowable length. It is possible to use the dromedary for containerized shipping. It can be removed by crane or forklift

California Movers Elect Goines President at Annual Convention

William F. Goines, Jr., is the new president of the California Moving and Storage Association. The San Francisco manager of Bekins Van and Storage Co. was elected at the group's 42nd Annual Convention.

More than 500 persons were in attendance for business sessions and the keynote address by the president of the Los Angeles College of Osteopathic Physicians and Surgeons, Dr. W. Ballentyne Henley. He spoke on the economy as predicated on the basis of technological developments now in process of design or manufacture by industry.

Two veteran California movers received special tribute for their efforts in furthering the standards of the moving industry and the progress of the Association. They are Clarence Lockett, Lockett Van and Storage Co., Sacramento, and Ray James, James Transfer and Storage Co., San Jose.

Other officers elected include Donald Estrin, president, Global Van and Storage, Los Angeles, vice president, and W. A. Sanburn, Tri-City Van and Storage Corp., Redlands, secretary-treasurer.

—DA—

High-Flying HHG Get Caught In Congressional Downdraft

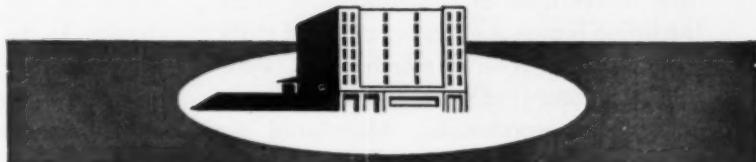
The House of Representatives has passed a bill to check the use of air transport for the overseas shipment of military household goods.

The legislation, now awaiting Senate action, provides that such household goods would not be transported by commercial airline if the overall cost exceeded the cost for other forms of transport.

An exception would be made in hardship cases. Air can also be used where other means of transportation cannot do the job.

The House Armed Services Committee expects the bill if enacted to cut the military's \$2 billion transport cost. An identical bill has been reported favorably to the Senate.

Warehouse SPOTLIGHT



Warehouse Briefs

A new dry storage warehouse has just been opened in Grand Rapids, Mich., by the **Grand Rapids Terminal Warehouse, Inc.** The warehouse has facilities on the Pennsylvania Railroad and has 650,000 sq ft available.

Employees of the **Bekins Worldwide Moving and Storage System** are competing in a series of nationwide truck rodeos, designed to promote safe driving and efficient packing and moving.

American Movers Institute Schedules Annual Meeting

American Movers Institute, Inc., new organization of household goods movers, will hold its annual meeting Aug. 25-27.

The meeting will be held in Washington, D. C. Headquarters will be at the Sheraton Park Hotel.

President Alfred E. Crowe has announced the membership of the nominating committee, which will be headed by E. Harold Tolbert, of Capitol Van Lines, Washington.

Members will be Philip E. Burke, of P. E. Burke Moving and Storage Co., Waltham, Mass.; S. E. Wainwright, Wainwright Transfer Co., Jacksonville, N. C.; Alex S. Naish, The Al Naish Moving & Storage Co., Cincinnati, Ohio; H. G. Bauer, Sr., H. G. Bauer Moving and Storage Co., New Orleans, La.; D. M. Liddle, Merchants Transfer and Storage Co., Des Moines, Iowa; Perry D. Gathright, Jr., Gathright Van and Storage Co., Little Rock, Ark.; A. Bruce Robbins, Buehler Transfer Co., Denver, Col.; and A. L. Chipman, Chipman Van & Storage Co., Vallejo, Calif.

—DA—

Warehouse Ground-Breaking



Construction has started on a 119,000 sq ft warehouse in Livonia, Mich., near the Chesapeake and Ohio mainline. The new warehouse is being built for Edgar's Sugar and Warehousing Co. by Darin and Armstrong, Inc. Shown at the recent groundbreaking ceremony are (left to right) W. K. Weaver, Jr., regional manager, Chesapeake and Ohio Railroad; Mayor William Brashear, Livonia; Harold Morrison, Darin and Armstrong, contractors; R. E. Voyer, General Foods Corp., which will occupy office space; and W. D. Byron, vice president-treasurer, Edgar's Warehouses, Inc.

Men in the Spotlight

Ray Shadday—named district sales manager, eastern half of Ohio, northwest corner of Pennsylvania, and Rochester south to Binghamton, New York. **Stanley P. Troxel**—returned as district manager, all of California and western half of Nevada, Aero Mayflower Transit Co., Inc., Indianapolis, Ind.

Warehouse Directory

Listed below are approximately 300 public warehouses whose services are advertised in this issue of **DISTRIBUTION AGE**. The listing is alphabetical by city and state. Included are general merchandise warehouses, refrigerated warehouses, and household goods warehouses. Also listed are a number of national warehouse sales organizations.

ALABAMA

Birmingham
Doc's Tfr. & Warehouse, Inc.
Harris Warehouse Co.
Strickland Tfr. & Whse. Co.

ARIZONA

Phoenix
B-Z-Bee Transp'n & Whse. Co.
Lightning Mvg. & Whse.

ARKANSAS

Little Rock
Terminal Warehouse Co.

CALIFORNIA

Los Angeles
Bekins Warehousing Corp.
California Cartage Warehouse
Central Term. Whse. Co.
Davies Warehouse Co.
Overland Term. Warehouse Co.
Pacific Coast Term. Whse. Co.
Pacific Commercial Whse., Inc.
Star Truck & Whse. Co.
Union Terminal Warehouse

San Francisco
San Francisco Whse. Co.

COLORADO

Colorado Springs
Welcker Tfr. & Stge. Co.
Denver
Alpine State Warehouse
Larsen Tfr. & Stge. Co.
North Denver Tfr. & Stge.
Welcker Tfr. & Stge. Co.

Pueblo
Welcker Tfr. & Stge. Co.

CONNECTICUT

Bridgeport
William B. Meyer, Inc.
Hartford
George E. Dewey & Co.
Hartford Despatch & Whse. Co., Inc.

DELAWARE

Dover
Delmarva Whses., Inc.
DISTRICT OF COLUMBIA
Washington
Davidson Tfr. & Storage Co.
Kane Warehouse Company
Terminal Stge. Co. of Wash.

FLORIDA

Jacksonville
Jacksonville Warehouse Co.
Laney & Duke Stge. Whse. Co., Inc.
M & M Term'l. Whse. Company
Peninsular Whse. Company
Union Terminal Whse. Co.

Miami
Colonial Warehouse, Inc.
International Bonded Whse. Corp.

Santini Bros., Inc.

Tampa
Caldwell-Neal

GEORGIA

Atlanta
American Bonded Whse.
Savannah
Savannah Bonded Whse. & Tfr. Co.

HAWAII

Honolulu
H C & D Mvg. & Stge.

ILLINOIS

Cairo
Hudson Warehouses
Chicago

Ace Warehousing Service
Affiliated Whse. Companies
American Chain of Whses., Inc.
Anchor Storage Co.
Associated Warehouses, Inc.
Crooks Terminal Whses., Inc.
Currier-Lee Whses., Inc.
Equipment Storage Corp.
Griswold & Bateman Whse. Co.
Grove Storage Co., Inc.
Joyce Bros. Stge. & Van Co.
Majestic Whses., Inc.
Midland Warehouses Inc.
North Pier Terminal
Packers Term'l. & Whse. Corp.
Producers Warehouse Co.
Riverside Warehouse
Soo Terminal Whse.
Sykes Terminal Whse. Co.
Thomson Terminals, Inc.
Wakem & McLaughlin, Inc.
Western Warehousing Co.

Chicago Heights

United Warehousing Co.

East St. Louis
McMahon Transfer & Whse. Co.
Mid-American Trm'l. Whse., Inc.

C. J. Nooney & Co.

Joliet
Joliet Whse. & Tfr. Co.

Kankakee

Belt Route Whse. Stge. Co.

Peoria

United Whsing Facilities, Inc.

Vandalia

Vandalia Whse. Corp.

INDIANA

Elkhart
Schult General Warehouse

Evansville

Ingle Street Warehouse Co.
Mead Johnson Terminal Corp.
Producer's, Inc.
Terminal Warehouse, Inc.

Fort Wayne

Edgar's Warehouses
Fort Wayne Storage Co., Inc.
Pettit Whses., Inc.

Hammond

Great Lakes Whse. Corp.
Illiana Storage Co., Inc.
Nowak Warehouses, Inc.

Indianapolis

Indiana Term'l. & Refrig. Co.
Indianapolis Whse. & Stge. Co., Inc.

Merchandise Whse. Co., Inc.

Strohm Whse. & Cartage Co.

Jeffersonville

Jeffersonville Div. of Louisville
Public Whse. Co.

Muncie

Oren-Shively Whses.

Additional information on the services and facilities of particular warehouses shown in the listing can be obtained by turning to the advertisements on the following pages. Generally the advertisements appear in the same geographical, alphabetical sequence as the listings below. Still more information can be had by writing directly to the warehouse.

IOWA

Cedar Rapids
American Tfr. & Stge. Co.
Cedar Rapids Tfr. & Stge. Co.

Davenport
Roederer Transfer & Storage Co.

Dubuque
Dubuque Stge. & Tfr. Co.

KANSAS

Hutchinson
Hutchinson Merchandise Whse., Inc.

Kansas City
G-K Warehouses, Inc.

KENTUCKY

Louisville
Louisville Public Whse. Co.

Winchester

Winn Avenue Whses., Inc.

LOUISIANA

New Orleans
H. G. Bauer Mvg. & Stge.
Commercial Term'l. Whse., Inc.

Gulf Shippide Storage Corp.

Hayes Drayage & Storage, Inc.

Maloney Tking. & Storage, Inc.

Standard Warehouse Co., Inc.

MARYLAND

Baltimore
Camden Warehouses
Davidson Transfer & Stge. Co.
Rowley Whsing. & Distributing, Inc.

Western Maryland Whse. Co.

MASSACHUSETTS

Boston
Charles River Stores operated by Merchants Whse. Co.
Commodity Warehouse Corp.

Hossoa Storage & Whse. Co.

National Dock & Stge. Whse. Co.

Standard Storage Co.

Wiggin Terminals, Inc.

Lowell

Curran-Morton of Lowell, Inc.

Springfield

Pioneer Valley Refrig. Whse., Inc.

MICHIGAN

Detroit
Central Detroit Whse. Co.
Detroit Harbor Term'l. Co., Inc.

Edgar's Warehouses

Fleetwing Terminal Corp.

Grand Trunk Whse. & C. S. Co.

John F. Ivory Storage Co., Inc.

Jefferson Terminal Whse.

Lakeshore Warehouse Inc.

United States Cold Stge. Corp.

MINNESOTA

Minneapolis
Minneapolis Terminal Whse. Co.

Murphy Warehouse Co.

Security Warehouse Co.

St. Paul

Central Warehouse Co.

Midway Term'l. Whse. Co.

MISSOURI

Kansas City
Murphy Warehouse Co.
St. Paul Term'l. Whse. Co.

MISSOURI

Kansas City
Adams Tfr. & Storage Co.
Belger Warehouse Co.
Central Storage Co.
Crooks Terminal Whses., Inc.
Fairfax Storage Corp.
G-K Whses. Inc.
Jacobs Warehouse Co., Inc.
Kansas City Term'l. Whse. Co.
Midwest Terminal Whse. Co.

MISSOURI

St. Louis
Keystone Warehousing Co.
S. N. Long Warehouse
Madison St. Term'l. Whse. Corp.
Rutger St. Whse., Inc.
St. Louis Terminal Whse. Co.
Warehousing Corp. of Mo., Inc.

MISSOURI

Springfield
General Warehouse Corp.

NEBRASKA

Lincoln

Omaha
Ford Stge. & Mvg. Co.
Gordon Stge. Whses., Inc.
Omaha Central Whse. Co.

NEVADA

Elko
Nevada Freeport Storage Co.

NEW HAMPSHIRE

Manchester

McLane & Taylor Corp.

NEW JERSEY

Bayonne
Lehigh Tank Terminal
Wheeling Transportation, Inc.

Camden

Camden Marine Terminals
Eavenson & Levering Div. of Mack Whse. Corp.

NEW JERSEY

Elizabeth
Wheeling Transportation, Inc.

NEW JERSEY

Hillside
Wheeling Transportation, Inc.

NEW JERSEY

Jersey City
Lackawanna Whse. Co., Inc.

NEW JERSEY

Newark

Federal Stge. Whses.

Lehigh Whse. & Trans. Co.

PATRICK

Paterson
Commercial Warehouses

NEW JERSEY

Port Newark
Wheeling Transportation, Inc.

NEW JERSEY

Trenton
Anchor Warehouse Co.
Delaware Valley Whse. Co.

NEW YORK

Brooklyn
Dock Whsing. & Bottling Center, Inc.

Empire State Whses. Co.

Buffalo
 American Household Stge. Co.
 Buffalo Merchandise Whses., Inc.
 Keystone Warehouse Co.
 Knowlton Warehouse, Inc.
 Laub Warehouse
 Lederer Terminals
 Wilson Warehouse, Inc.
Deer Park, L.I.
 Pinter Warehouse, Inc.
Horseheads
 Lehigh-Horseheads Whse. Corp.
New York City
 Affiliated Whse. Companies
 American Chain of Whses., Inc.
 Bowling Green Stge. & Van Co.
 Chelsea Fireproof Stge. Whses.
 Santini Brothers, Inc.
Rochester
 Geo. M. Clancy Carting Co., Inc.
Syracuse
 Great Northern Whses., Inc.
 King Storage Whse., Inc.
 Paul-Jeffrey Company
 Syracuse Furniture Fwdg. Co., Inc.
White Plains
 J. H. Evans & Sons, Inc.
NORTH CAROLINA
Charlotte
 American Stge. & Whse. Co., Inc.
 Dixie Cartage & Whsing. Co.
Raleigh
 Carolina Stge. & Dist. Co.
 Raleigh Bonded Whse., Inc.
NORTH DAKOTA
Fargo
 Union Storage & Tfr. Co.
OHIO
Akron
 Cotter Merchandise Stge. Co.
Cincinnati
 Cincinnati Term. Whses., Inc.
Cleveland
 Assembly Distribution Service, Inc.
 Lederer Terminals
 National Terminals Corp.
 Neal-Caldwell
Columbus
 Central Ohio Warehouse Co.
 Columbus Term. Whse. Co.
 Merchandise Whse. Co.
 Ohio Warehouses, Inc.
Dayton
 Dayton Warehouses, Inc.
 Union Storage Co.
Toledo
 Edgar's Warehouses
 Great Lakes Term. Whse. Co.
 Merchants & Mfrs. Whse. Co.
 Toledo Terminal Whse., Inc.
Youngstown
 Lederer Terminals
OKLAHOMA
Oklahoma City
 O. K. Tfr. & Stge. Co.
 Public Warehouse Co., Inc.
Tulsa
 General Warehouse Corp.
OREGON
Portland
 Holman Transfer Co.
 Oregon Transfer Co.
 Rapid Transfer & Stge. Co.
 Rudie Wilhem Whse. Co.
PENNSYLVANIA
Allentown
 Hummel Warehouse Co., Inc.
Butler
 Nicholas Tfr. & Stge. Co.
Erie
 Erie Storage & Carting Co.
 Erie Warehouse Co.
 M. V. Irwin Moving & Stge., Inc.
Harrisburg
 Harrisburg Storage Co.
 Harrisburg Warehouse Div., Western Whsing. Co.
 Pennsylvania Comm. Whse. Co.
Lancaster
 Lancaster Storage Co.
Philadelphia
 Commercial Warehousing Co.
 Merchants Whse. Co.
 Pennsylvania Whsing. & Safe Deposit Co.
 Terminal Warehouse Co.
Pittsburgh
 Beacon Warehouse, Inc.
 White Terminal Co.
Scranton
 Mifflin Warehouse Co.
 Quackenbush Warehouse Co.
RHODE ISLAND
Newport
 Manuel Brothers, Inc.
SOUTH CAROLINA
Charleston
 Berkeley Storage Co.
 Charleston Whse. & Fwdg. Corp.
Columbia
 Carolina Bonded Stge. Co.
Greenville
 Beattie Bonded Whse. Co.
TENNESSEE
Chattanooga
 Chattanooga Whse. & C.S. Co.
Memphis
 Interstate Storage Co.
 Mayer Whse. & Term. Inc.
 Midwest Terminal Whse. Co.
 Poston Warehouses, Inc.
 Vaden Warehouse
Nashville
 Bond, Chadwell Co.
 Central Van & Stge. Co.
TEXAS
Dallas
 Great Southwest Whses., Inc.
 Mayflower Warehouses (American Transfer & Stge. Co.)
El Paso
 El Paso Term. Whses., Inc.
 Western Warehouses
Fort Worth
 Binyon O'Keefe Stge. Co.
Houston
 American Warehouses, Inc.
WEST VIRGINIA
Huntington
 Service Warehouse Corp.
WISCONSIN
Green Bay
 Leicht Tfr. & Stge. Co.
Madison
 Hansen Stge. of Madison, Inc.
Milwaukee
 American Warehouse Co.
 Hansen Storage Co.
 National Warehouse Corp.
 Terminal Storage Co.
CANADA
Toronto, Ont.
 Howell Warehouses Ltd.
 Terminal Warehouses Ltd.
 Toronto Storage Co. Ltd.
Montreal, Que.
 St. Lawrence Warehouse, Inc.

BIRMINGHAM, ALA.

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 Storage - Distribution - Local Cartage - Household Moving
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WAREHOUSE COMPANIES
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 Chicago 2 New York 36
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 Merchandise and Household Goods
 • STORAGE • CARTAGE • DISTRIBUTION • FORWARDING
 Pool Cars Handled
 Member of A.C.W.—A.W.A.—N.F.W.A. Agents for Allied Van Lines, Inc.

BIRMINGHAM, ALA.

STRICKLAND TRANSFER AND WAREHOUSE CO.
 A Subsidiary Of
 WADE WOOD COMPANY
 112 South 14th St., Birmingham
 General Merchandise Storage and Distribution
 Pool Car Service a Specialty—Motor Truck Service
 Centrally Located—Free Switching from All R.R.s



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B-Z-Bee Transp'n & Warehouse Co.
 1146 North 19th Ave., Phoenix, Ariz.
 Merchandise & Household Goods. Warehouse Capacity 20,000 sq. ft.
 —Palletized. Pool Car Distribution—Unloaded and Delivered Same Day. 16 car siding. Our own fleet of trucks (22 units).
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LIGHTNING

MOVING & WAREHOUSE

Established 1970

Box 2033 PHOENIX Teletype Px147

Offering complete warehouse service for all types of general merchandise.

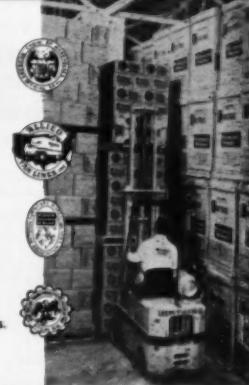
- Palletized Operation • Local Cartage Service
- Pool Car Distribution • Inside Truck Loading
- Field Warehousing • Private Slidings —
- Free Switching • 20 Car Capacity
- Consign shipments via S.F.E. — S.P.
- Storage and Nationwide moving of household goods.

Represented by

American Chain of Warehouses

National Warehouse Receipts System

Member American Warehousemen's Association



LITTLE ROCK, ARK.



ARKANSAS'
 LARGEST
 WAREHOUSE

Merchandise and Household Storage
 Pool Car Distribution
 AGENT, ALLIED VAN LINES

TERMINAL WAREHOUSE CO.

Member American Warehousemen's Association
 American Chain of Warehouses

LITTLE ROCK, ARKANSAS

LOS ANGELES, CAL.

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 Warehousing and
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 Since 1891
 WAREHOUSING CORP.
 Subsidiary of Bekins Van & Storage Co.
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 W. C. Elliott, Manager

For Shippers' Convenience, States, Cities

LOS ANGELES, CAL.

Phone: ANgelus 1-1121

California Cartage Warehouse

DIVISION OF CALIFORNIA CARGO COMPANY, INC.

"Southern California's Leading Common Carrier"

4366 EAST 26TH ST., VERNON, CALIF.

GENERAL MERCHANDISE STORAGE

PLUS THESE EXTRAS—

- ✓ COMPLETE TRUCKING COVERAGE THROUGHOUT SOUTHERN CALIF.—OUR OWN TRUCKS
- ✓ COMPLETE HARBOR SERVICE—LOS ANGELES & LONG BEACH HARBORS
- ✓ POOL CAR DISTRIBUTION—OUR OWN PRIVATE SIDING
- ✓ AIR CONDITIONED OFFICE SPACE AVAILABLE—24 HOUR PROTECTION

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CENTRAL TERMINAL WAREHOUSE CO.

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Daily local delivery—our own Trucks

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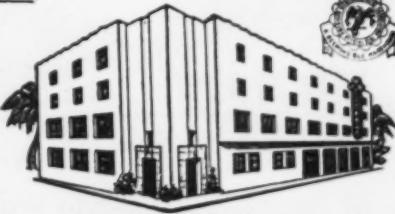
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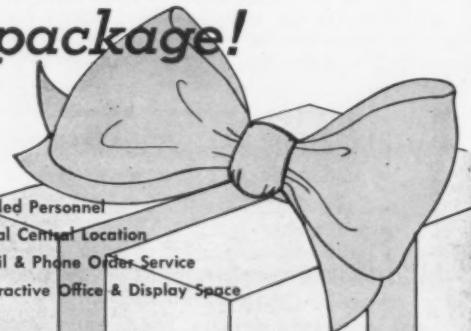
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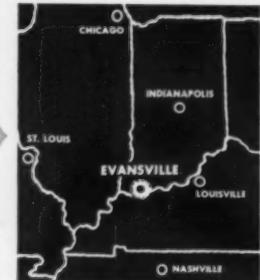
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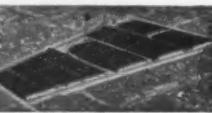
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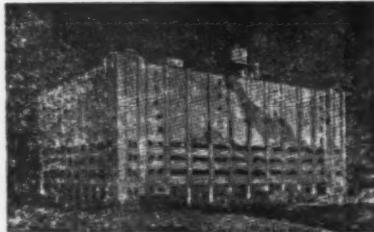
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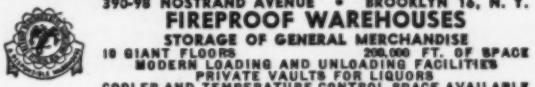
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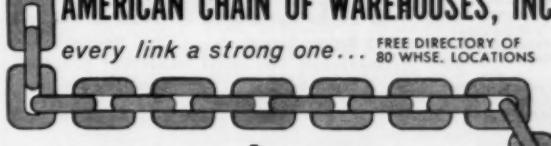
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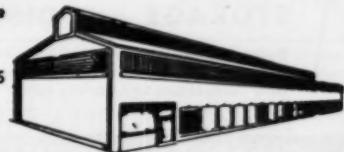
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General Merchandise—Bonded & Free
1,500,000 cubic feet. Sprinklered.
Private Siding. Efficient Loading Facilities
Company Owned Trucks.
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Capacity — Free Switching — All Railroad Connections
Represented by

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CHICAGO, ILL. NEW YORK, N. Y.

Dutch exports filter . . .

(Continued from Page 79)

types of hydraulically-operated adjustable ramps.

To facilitate the handling of railway cargoes there are small hinged ramps which can be moved in a guide along the edge of the platform. Another facility here is the use of fittings accommodating two fluorescent lamps each. These are ceiling suspended at only a few centimetres from the top of the sliding doors of the goods vans and throw their light through the vans (if the doors on both sides are open) on to the platform. Their height and distance apart are so calculated that the light penetrates into all the corners of the vans.

Glass Control Centre

Supervision of the new Philips forwarding center is carried out effectively by the depot manager and his assistants from a glass-panelled control center above the unloading points for road vehicles,

which is rather like a ship's bridge and overlooks the whole central area.

Contact with the Export Administration and Export Forwarding Departments in the town of Eindhoven is made via the normal

New Chicago Terminal



A new Chicago terminal operated by Lifschultz Fast Freight was opened recently to expedite handling of piggy-back trailers and freight cars. The new facilities are supplemental to the company's terminal at 14th and Canal Sts. in Chicago. The new structure is 400 by 50 ft

external telephone exchange. Internal communications are maintained by means of an extensive private telephone exchange system and a selective paging system. Two-way radio is used to keep in touch with the two company-owned shunting locomotives and the van for rush orders in the greater Eindhoven area. Closed-circuit television is used for affording the depot manager a means of assessing loading operations in progress at various points. Some of the tv cameras are fixed and some remotely controlled with adjustable tilt and pan.

The two circuits are of a semi-experimental nature, since, though the equipment is of standard Philips manufacture, the camera points and the network are not based on previous experience of exactly the same operations.

A staff of about 120 is employed at the new Acht depot. In addition to a well-appointed canteen, there are wash places, shower cubicles, changing room, and first-aid. •

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General Advertisers

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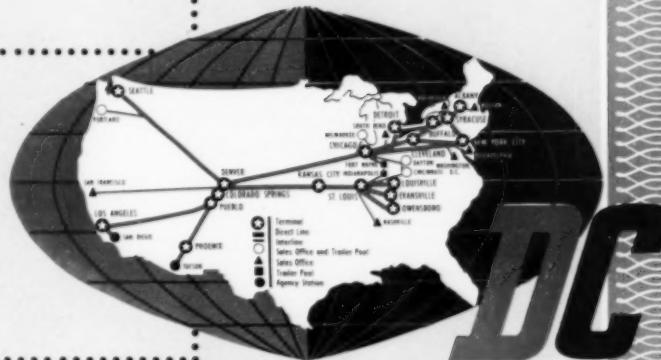
D-C's fleet numbers well over 2,000 highway units. All are kept in top-operating condition by periodic inspections and service checks. Maintenance facilities are located at key points on the system, manned by skilled mechanics. D-C road equipment is new and diversified—to serve both your routine and special shipping needs.

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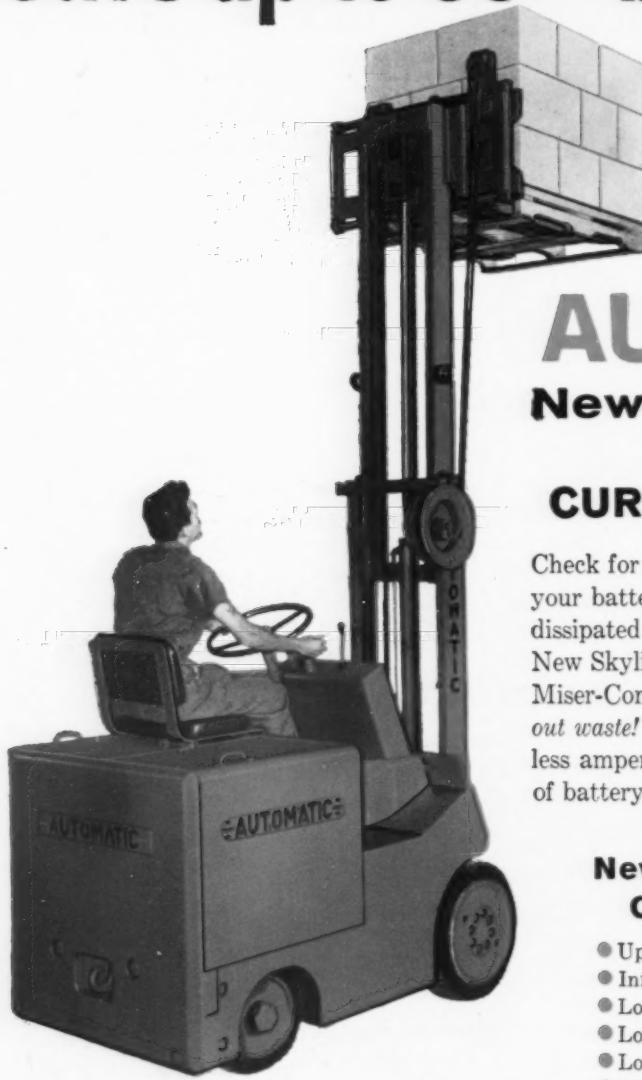
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